

JUNE, 1945

VOL. 44, NO. 6

H. S. WEBSTER, JR.

Vice-President and General Manager

CHARLES DOWNES

Editor

GEORGE POST

Assistant Manager

o o o

## Editorial Staff

Associate Editor, Joel Keith

Legal Editor, Leo T. Parker

Materials Handling Editor, Matthew W. Potts

Air Cargo Editor, John H. Frederick

Staff Correspondent, Carleton Cleveland

Traffic Consultant, Henry G. Elwell

International Trade Consultant,

George F. Bauer

o o o

## Advertising Staff

A. H. Ringwalt, Central Western Manager

340 North Michigan Ave., Chicago 1, Ill.

Franklin 0829

Don F. Harner, Western Representative,

1895 Pacific Ave., Long Beach 4, Calif.

D. P. Macpherson, Special Representative

700 So. Washington Sq., Philadelphia 4, Pa.

o o o

A Chilton ① Publication

Published Monthly by

DISTRIBUTION and WAREHOUSING  
PUBLICATIONS, Inc.

100 East 42nd Street

New York 17, N. Y.

Telephone MUrray Hill 5-8400

## OFFICERS AND DIRECTORS

C. A. MUSSELMAN, President

H. S. WEBSTER, JR.

Vice-President and General Manager

WM. A. BARBER, Secretary

E. P. BEEBE, Treasurer

J. S. HILDRETH CHARLES DOWNES

A. H. RINGWALT

Copyright, 1945, by Distribution and

Warehousing Publications, Inc.

Established 1901

## Subscription Rates

United States .....\$3.00 per year

Canada ..... 3.50 per year

Foreign Countries ..... 4.00 per year

Single Copies, 30c. each; except January

issue, which is sold only in connection with a

regular annual subscription

Acceptance under the Act of June 3 1934,  
at New York, N. Y., authorized Feb. 8, 1939.

This Month in

and  
**DW**

Reg. U.S. Pat. Off.

## Special Features

Postwar Challenge to Sales .....	J. N. Bauman	11
The How and Why of the Co-ops .....	H. H. Slawson	12
Basing Point Delivered Prices Unlawful .....	Henry G. Elwell	15
Professionalization of Traffic Management .....	Frederick and Brewer	17
Packaging Needs Study .....		20
Handling and Storing Cylinders .....	Mathew W. Potts	22
Distribution Must Be Costed from Many Angles .....	Fred Merish	24
Pallet on the Hook .....		27
Export Agencies and Small Manufacturers .....	George F. Bauer	30
Something New in Filing .....		31
Lower Air Mail or Air Cargo Rates? .....	John H. Frederick	36
Rail-Sponsored Toll Plan Draws Protest .....		44
Cost Factors in Distribution .....	Henry G. Elwell	46
Loss and Damage Claims Increase Costs .....	Lee M. Neff	48
Should the Value Declaration Be Changed? .....	Louis B. Bruman	56

o o o

## Regular Features

Editorial .....	9
Air Cargo .....	34
Distribution Worldwide .....	40
Motor Cargo .....	50
Waterways and Terminals .....	60
Readers' Comment .....	64
Cold Storage .....	65
Legal News .....	78
Books and Catalogs .....	115
People .....	122
Equipment, Services and Supplies .....	67
Public Warehouse Advertisers .....	77
Index to General Advertisers .....	132

o o o

**DW** The Magazine that Integrates  
All Phases of Distribution

THE publication in which shipper, carrier, receiver, warehouseman and equipment manufacturer meet on common ground to obtain and exchange ideas and suggestions for more efficient and economical distribution of raw materials and finished products.

D and W is a clearing house of information for all who are interested in distribution of anything, anywhere from points of origin and production to points of ultimate use and consumption whether sectional, national or international.

D and W takes the position that more efficient and economical distribution is the present major problem of modern business.

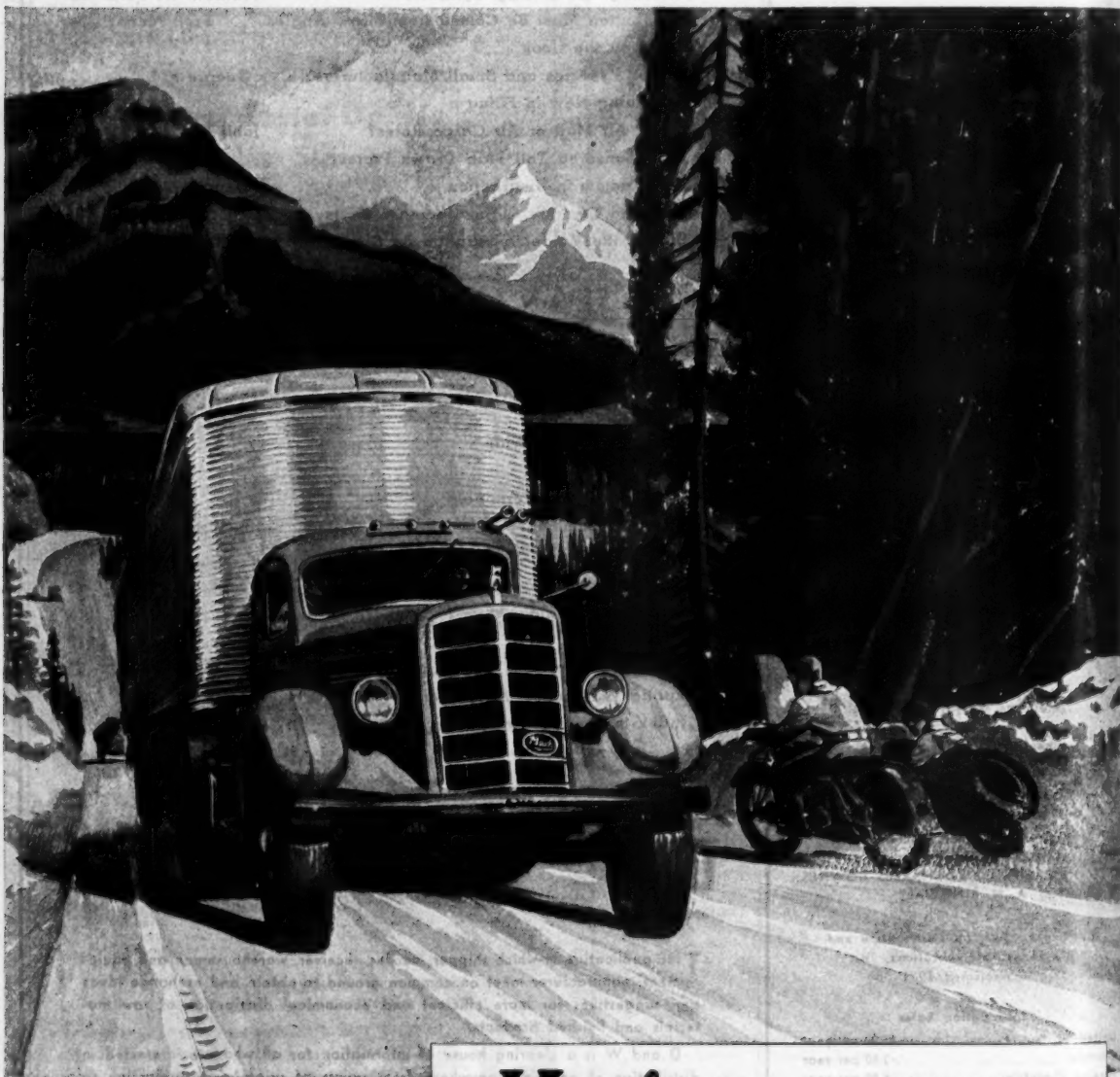
**DISTRIBUTION**  
Reg. U.S. Pat. Off.

## THE TOUGHEST JOBS ARE YET TO COME...

Long ago, America recognized the special fitness of Mack trucks for tough, heavy hauling. The War has brought added luster to the Mack reputation—both at home where pre-war Macks are setting amazing records of enduring reliability—and overseas with the Army, where Macks have

worked miracles moving giant loads of fighting supplies over great distances. With Peace and reconstruction will come even longer and harder hauls all over the world.

*The tougher the jobs become, the greater will be the fame of Macks.*



★ BUY THAT EXTRA WAR BOND TODAY ★



Mack Trucks, Inc., Empire State Building, New York 1, N. Y. Factories at Allentown, Pa.; Plainfield, N. J.; New Brunswick, N. J.; Long Island City, N. Y. Factory branches and dealers in all principal cities for service and parts.

# Mack

TRUCKS

FOR EVERY PURPOSE

ONE TON TO FORTY-FIVE TONS

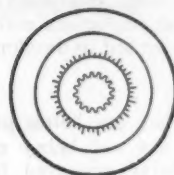


**NEW Mack Trucks**  
are available for  
essential civilian use.  
Ask for details.



# The Distinction Between Marketing and Distribution

## Editorial



"... around every circle another can be drawn ... every end is a beginning ..."

WE have stated before that we believe there is a valid distinction between marketing and distribution. (See *DandW*, Nov., 1944, p. 15.) We believe the distinction is literal and practical. The words have different derivations, different definitions, and are differentiated in usage by their applications.

Marketing, derived from the Latin *mercatus*, past participle of *mercor* (trade), means the act of trading. Distribution, from the Latin *dis* (a parting from) plus *tribuo* (assign; allot), means the act of dealing out to others, or, in a broad economic sense, the supplying or apportionment to individuals of that which has been produced or obtained.

It has been suggested that the words are synonymous in some respects and often interchangeable. With this we disagree. In many ways, progress consists in differentiation, in the resolution of an obscure and complex matter into its component parts or aspects. To confuse things which reason has separated, to lose the sense of achieved distinctions, is to lose an irreplaceable scale of values.

However, we have been reminded that the definition of marketing adopted by the American Marketing Assn. virtually is a definition of distribution, and that we are being pedantic, perhaps, and a bit ridiculous by our insistence on a distinction between the two terms. The Association's definition is as follows:

"Marketing consists of those activities involved in the flow of goods and services from the point of production to the point of consumption."

Let us examine this in all fairness. Seemingly, it is all-inclusive. The "activities involved" within the meaning of this definition could include sales and traffic management, transportation and mate-

rials handling, packing and packaging, research and warehousing, finance and insurance, advertising and sales promotion, merchandising and maintenance, and all related accessorial services.

In brief, it would seem reasonable to assume that all activities except those directly concerned with actual production are intended to be included within the compass of the definition, and, consequently, strictly speaking, could be designated as phases of marketing.

Is this true either in fact or in theory? Are all of the activities we have mentioned merely marketing or trading activities?

In a sense, of course, we all market some commodity, skill or service, and trade goods, talents or time for money. But economically we are not all traders. We are specialists of one kind or another either in production or distribution. In this respect alone is not distribution a more comprehensive term, both literally and in its connotations, than marketing?

Considering the ramifications and complexities of modern commerce, is it not desirable for clear and sound thinking to simplify and standardize commercial nomenclature? Because we sincerely believe that this is so, we insist on the necessity of differentiation. We believe, for example, that while production and distribution are distinct activities, they are inseparably inter-related, and that each is composed of many parts. Recognition of this fact and proper denomination of the parts would tend to aid clear thinking, sound judgment and effective action.

With respect to distribution, our concept is that it embraces all activities incident to the movement of all goods in commerce. We believe that distribution begins before production, with the movement of raw materials, and that it

ends only when a finished product has reached its ultimate destination, the final user or consumer.

We conceive of marketing as merely one phase or step in the process of distribution, as one link of a many-linked chain, as a part of a whole. Transportation and materials handling, packing and packaging, warehousing, finance, insurance and similar related services and facilities are links of the same chain. All, of course, are connected with marketing, but are distinct and separate links in the great chain of distribution.

To limit and designate all of the ramified aspects of distribution as marketing, which is the act of trading, is to over-emphasize one phase of distribution at the expense of many others. Without the other phases marketing would be so circumscribed as to be practically impossible.

Wholesaling, jobbing, advertising, sales promotion, merchandising, etc., are functional parts of marketing; they are activities specifically concerned with trading, literally and practically.

Transportation and materials handling, which are indispensable both to marketing and production, are not acts of trading but acts of conveyance. For the most part, commodities in transit are not being marketed; they are being distributed.

Similarly, goods in storage are not being marketed, as a rule, but are being held for market; they are being warehoused for one or more

of several reasons: as collateral for loans; to anticipate seasonal buying; to obtain lower rates by making bulk rather than l.c.l. shipments; to have spot stocks readily available at important market centers, or as an aid in developing new markets.

Goods that are being packed or packaged are not being marketed but are being prepared for market. The financing and insuring of goods in distribution usually precedes the marketing of the

goods. Hence, while goods are not being marketed during any of the stages we have cited, they are in process of distribution; for all of the activities mentioned are integral parts of distribution as is marketing itself.

These are clear and reasonable distinctions. They are confirmed by common practice. There is no point in quibbling. We have no desire to split hairs. But we dislike loose thinking and ambiguous language. We believe clarity of

thought and expression are vital for an honest meeting of minds.

The need of this was never more urgent than it is today throughout American industry. The reason is simple and basic: so that there may be more things for more people through more efficient and economical distribution. The future of American enterprise, we believe, will be determined to a very large extent by the degree to which American industry achieves this fundamentally practical ideal.

## Car Utilization Suggestions Re-emphasized By Associated Traffic Clubs' Committee

**C**OOPERATION of shippers in the prompt loading and unloading of box cars because of the extremely tight box car situation was urged in a recent circular letter sent out to all member clubs by the Special Committee to Cooperate with the ODT and the ICC of the Associated Traffic Clubs of America, "to the end that improvements may follow to such an extent that Order 242 may be suspended in advance of its expiration date," which is Oct. 1.

Herschel A. Hollopeter, traffic director, Indiana State Chamber of Commerce, Indianapolis, is chairman of the special committee. Other members include Charles W. Braden, general traffic manager, National Distillers' Products Corp., New York; John B. Keeler, assistant general traffic manager, Koppers Co., Pittsburgh, and F. A. Doebber, traffic manager Citizens Gas & Coke Utility, Indianapolis, ex officio in his capacity as president of the Associated Traffic Clubs.

The Committee's letter follows:

"In connection with the reinstatement on April 1, 1945, of I.C.C. Service Order 242, Demurrage Penalty Charges on Box Cars, Director J. M. Johnson of the Office of Defense Transportation said:

"Let no one underestimate my appreciation of the voluntary efforts made by shippers throughout the war. A great deal of recent slowing-down in car movement during the bad winter weather was unquestionably due to the disabilities of the railroads. The effective date of the ICC order increasing demurrage charges was purposely delayed until the railroads should have largely recovered from the

effects of the bad weather and other handicaps. The increased demurrage charges were helpful in adding to the available supply of box cars last fall and their re-establishment should be helpful now. The expiration date of the reinstated ICC order No. 242 is Oct. 1. Whether it will be possible to suspend it before that date will be determined by future conditions."

"In connection with an extremely tight box car situation, caused mainly by the worst weather conditions in the East of half a century, ODT in league with other governmental agencies, shipper and carrier organizations, has approved the attached list of car utilization suggestions as a means of shipper cooperation to the end that improvements may follow to such an extent that Order 242 may be suspended at a time considerably in advance of its expiration date.

"While these suggestions are more or less familiar from previous experience, it is important to re-emphasize them now. Prompt circulation of this report and the suggestions by our member clubs and an effort to secure

the greatest shipper cooperation, will be most helpful."

The car utilization suggestions are as follows:

1. Load all cars to capacity.
2. Where practicable, consolidate shipments to utilize car capacity. An example: Accumulate a carload instead of forwarding several separate L.C.L. shipments.
3. Be prepared to adjust loads to utilize different sizes or types of equipment when exact, ideal requirements cannot be met.
4. Order only the number of cars required for immediate loading.
5. Load cars so they can be unloaded from either side; stow and brace shipments in cars carefully so as to avoid damage, thereby making unnecessary the replacement of shipments.
6. Load all equipment immediately after placement and release cars to the railroads, with full and correct billing instructions without delay.
7. Unload cars immediately upon receipt and release to the railroads without delay equipment that is not to be reloaded. Before release, remove all damage and debris.
8. Keep in contact with local railroad authorities in regard to switching schedules, etc., and arrange unloading, loading, and billing operations accordingly.
9. Utilize all forms of available transportation.
10. Where practicable, the extra hours offered by Sundays and holidays should be fully utilized to make cars available for release or reloading.
11. Commercial consideration should not be permitted to interfere with efficient use of transportation.

### Keith Joins DandW As Associate Editor

Joel Keith, recently honorably discharged from the U. S. Coast Guard, has joined *DandW* as associate editor.

Prior to his enlistment, Mr. Keith had experience as a newspaperman, advertising copywriter, and public relations counsel in New York.

# The Postwar Challenge to Sales

**Jobs are the key to success in our postwar plans. The means to provide them must be the main objective of all our thinking. While mass production may solve the problem temporarily, without proper distribution, inventories will soon accumulate beyond consumer demand. At that point, employment will fall off, and business will again be subject to the cyclical dip that has always characterized free enterprise.**

ALL business, large and small, is more conscious than ever before of the need for an adequate level of employment, at satisfactory wages, after the war. Not only is reasonably full employment necessary to make our economic system work successfully, but also it is necessary to satisfy the public conscience, expressed through public opinion.

Unless private enterprise can meet this challenge, and provide enough jobs at wage levels to satisfy the public, we are inviting an era of economic experimentation through the people's means of political expression.

Jobs, therefore, are the key to the success of all our postwar plans. And the means to provide them must be the main objective of all our thinking and planning for the time when the difficult transition must be made from a wartime to a peacetime economy. When the law of supply and demand will come back into effect, the efficient manufacture and distribution of goods in proper volume, alone, will determine whether sufficient people in this country get regular and large enough pay envelopes to maintain the business momentum necessary to a satisfactory standard of living.

## Thorough Planning Needed

The authorities who have spent a great deal of time on the statistical side of this picture tell us that 56,000,000 jobs must be provided to produce the desired result. This is 10,000 more than were provided in 1940. This comparison with 1940 alone indicates the seriousness of the task ahead, and that a tremendously thorough job of planning must be done to bring about a satisfactory condition when war is no longer the controlling factor in production and income.

The question that all business and industry—taking in every element of private enterprise—must be concerned about is not, simply, its own individual ability to "keep its head above water" in the competitive stream. It must be consciously concerned with



By J. N. BAUMAN

Vice President in Charge of Sales  
The White Motor Co.

o o o

Editor's Note: This is part of an address made by Mr. Bauman recently before a meeting of the Advertising Club, Washington, D. C.

its share of the social responsibility that all industry must accept, namely, to provide jobs and a range of employment that will satisfy public opinion in this country as to the ability of private enterprise to make available a condition that is satisfactory.

This is a grave responsibility and fundamental in any consideration of the future of private enterprise. Our system must either go forward in the acceptance of greater social responsibilities to the people of this country for whom business operates, or it must admit its inability to measure up to public expectations and submit to more and more governmental control. Not that the latter course will produce more satisfactory conditions, because it will not, but if we fail, more and more political experiments will become politically expedient.

We need not be too concerned about the ability of business and industry to provide 56,000,000 jobs rather quickly after the war. It appears now that there will be a more gradual demobilization from war and industry to peacetime jobs than was expected. With the Pacific War carrying on beyond the European War, and other

factors, there is strong probability that demobilization will not come as suddenly as formerly expected.

## Demand Unknown

Since Dec. 7, 1941, the public has been deprived of a countless number of things, both in durable and consumer goods, that they need in their everyday lives. This, with savings at an all-time high and normal increases in population, has built up a potential demand that is impossible to estimate or allocate. What the total pent-up demand is and how much of it will go, first, for automobiles, refrigerators, new homes, or all the rest of the things that people want and need, no one can say.

We can be sure, however, that every type of product will be in great demand to satisfy desires that have been denied for so many years. But, no matter how great is the total of this pent-up demand—or how it is spent—it is an artificial stimulant and temporary, in the sense that our tremendous productive capacity can wipe it out in a few months or years, at most, and then we are back on the basis of wear-out and replacement with a crisis facing our productive facilities built up to meet abnormal markets.

The serious aspect of the problem facing private enterprise is not, therefore, the business of providing full employment immediately after the war. In the first place, we certainly face a period of reconversion—more serious in some industries than in others. In some, temporary unemployment will be necessary while physical changes for the production of peacetime goods are being made. But this should not create serious hardships, or resentments, if only for the reason that many of our people will welcome the opportunity to take a brief vacation after working for so long at a war pace.

The serious aspect of the problem is the long range view. It is not enough for business and industry to

(Continued on Page 84)





The Sunkist Building, headquarters of the California Fruit Growers Exchange, Los Angeles, is evidence of agriculture's confidence in the soundness of the cooperative movement.

# The How and Why of the Co-ops

## No. 1—Why the Farm Co-ops Are "Big Business"

**In the belief that some understanding of the cooperative system in the field of distribution will be of more than passing interest, perhaps of practical value, an attempt will be made here and in succeeding articles in DandW to examine the cooperative movement, to explain how it is organized, how it functions and what it accomplishes. It is hoped that this presentation may help in the development of those broader concepts of distribution with which private enterprise is so deeply concerned.**

By H. H. SLAWSON  
Chicago Correspondent

**T**HE spectacular story of the growth of agricultural cooperative associations, owned and controlled by farmers for the marketing of their products and the purchase of their supplies, is a notable but neglected chapter in the history of American business achievement.

Starting 135 years ago with one

lone cheese factory in Connecticut, this self-help movement has become a well-established business institution. It has reached the magnitude of big business.

The story of cooperative development in this country offers instances of units that started on the proverbial shoe string and which, today, have a

**EDITOR'S NOTE—**Succeeding installments of this series on the farm cooperative associations and their relation to the national distribution system will cover the following topics: No. 2. How the Co-ops Cut Distribution Costs; No. 3. The Co-ops Go Shopping; No. 4. The Farm Co-ops Are "Human;" No. 5. The Co-ops Face a Challenge; No. 6. Co-ops for City Consumers.

The author of this series, a newspaper and magazine writer of many years' experience, was formerly associated in an editorial capacity with one of the large general farm organizations and later with cooperative groups. Since severing these connections, 13 years ago, he has been engaged in writing on business topics. In 1940 he became DandW's editorial representative in Chicago.

net worth expressed in millions of dollars and a yearly business volume of additional millions.

### Impressive Figures

During the 1942-43 marketing season, the latest for which authentic figures are available, the 10,450 farmer cooperative associations in this country did a total business of \$3,780,000,000, a figure 33.1 percent greater than in the 1941-42 season and 182.1 percent above the low record for 1932-33. After discounting for the effect of wartime demand and prices, you still have a respectable sum.

Eighty-four percent of the total volume, or \$3,180,000,000, represents business done by farmers' marketing associations and the rest, \$600,000,000, or 16 percent, was spent by farmers through their purchasing co-ops to provide themselves with needed production supplies.

In three states cooperatives reported total sales for the year of more

Filling boxes in American Cranberry Exchange plant, New York, to help you "Eat more cranberries."





than a quarter billion dollars. In California the amount was \$364,000,000; in Minnesota, \$294,000,000; in Illinois, \$257,000,000. In three others, Iowa, Wisconsin and New York, total sales ranged between 150 and 200 million dollars.

All states reported large gains for the year, California at the top with an increase of \$95,000,000; followed by Illinois, with \$82,000,000; Minnesota, \$68,000,000; Iowa, \$47,000,000; Texas, \$46,000,000; North Dakota, \$40,000,000, and so on down the roll.

Purchasing associations likewise made progress in dollar volume of business. Outstanding among them was the Ohio organization with an increase of \$16,000,000 over the previous season; then Virginia with a \$15,000,000 increase and Missouri with \$14,000,000. Massachusetts, California, Pennsylvania and Wisconsin follow with respective increases of 11, 8, 7 and 7 millions.

### Big Business?

Is this big business? Proponents of the co-ops say yes, but that it is business done by farmers in the best American tradition of free enterprise.

Agricultural cooperation, moreover, is a business which, whether one realizes it or not, is rather hard for the average American to get away from. Like the man who spoke "prose" all

his life and never knew it, many of us have intimate contact with cooperative endeavor every day.

Witness the well-known cooperative brand names on your pantry shelves or in your refrigerator: Sunkist and Sealdsweet citrus fruits; Sun-Maid raisins; Sunsweet prunes; Land-O'-Lakes butter; Nulaid eggs; Skookum apples; Eatmor cranberries; Diamond walnuts; Blue Goose vegetables; to mention but a few.

But that isn't all. There's the milk left each morning on your doorstep;

your breakfast cereal, the sugar in your coffee, the beef you bought for dinner, if you were lucky, the wool or cotton clothes you wear, the tobacco in your pipe. Somewhere along the line from the farm to you the chances are that these familiar elements of everyday existence, and many others, had contact with a farmer cooperative. They came to you through a distribution system quite different in many respects to that with which most readers of *DandW* are familiar.

Last August, in an editorial which

Suggesting the gigantic scale of cooperative operations is this GLF feed mill, Buffalo.



Combination service station and bulk petroleum plant owned by farmers at Bel Air, Md.



has made a profound impression upon the business world, *DandW* proposed a re-examination of the distribution system which most of its readers uphold.

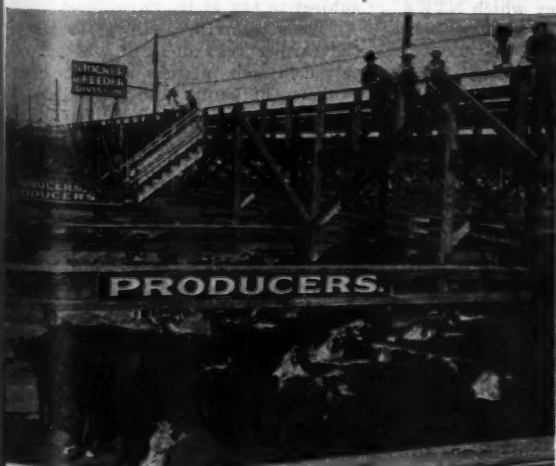
"More efficient and economical distribution is the present major problem of modern business," the editorial stated. "We believe," it added, "three basic things are needed: 1. broader concepts of distribution; 2. simplification and standardization of methods and practices; 3. organization of industrial and mercantile groups for cooperative action in the interest of better distribution."

It suggested, also, establishment of a National Institute of Distribution "for collective action on education, research, cost studies, planning, industrial coordination, etc., not merely for the benefit of separate groups, but for all industries, so that all of the integral parts of distribution may function more smoothly for the good of the whole."

It is not expected that many readers of this magazine will ever alter their ways to the extent of abandoning the competitive for the cooperative way of doing business. Fair minded business men, however, will recognize that there must be sound reasons for the remarkable measure of success which the cooperative movement is manifestly enjoying.

Some of this success, they may not

Co-op beef steaks start goin' your way at Omaha and 38 other primary stock markets.



know, is due, in some degree, to the attainment already by the cooperatives of the "more efficient and economical distribution" which the *DandW* editorial sets forth as the "present major problem of modern business."

On the second point in *DandW*'s platform, namely, "simplification and standardization of methods and practices," the co-ops have made much progress. And as to the proposal for collective education through an Institute, the co-ops are away ahead of us there.

They have had their American Institute of Cooperation for 20 years, with a program for the common good along lines suggested in the editorial as desirable for private enterprise. The co-ops, further, have their national council, their individual commodity councils (for producers of milk, eggs, fruit, etc.) their regional

and state federations devoted to particular purposes, their state organizations, their county and community groups.

#### Legislation Re. Co-ops

In the belief that cooperative endeavor is in the public interest, Congress has adopted a formal national policy, favorable to the cooperative movement and state governments have followed suit. Recognizing that co-operative operations differ from those of corporations, federal and state laws have been enacted to facilitate the co-operative way of doing business, just as other laws have been drawn to facilitate the specialized operations of the banks, insurance underwriters, railroads and private corporations.

The co-ops get academic aid from the land grant colleges and, in at least one state, even the public schools are

required by law to teach the principles of cooperation. Add to all this the remarkable sense of group solidarity (they call it the "cooperative spirit") which permeates the entire system and you get a combination which is a potent economic factor.

Cooperation is a "cause" with spiritual values, deeply rooted in the basic instincts of humanity. The co-ops have passed the incubation stage. They've grown up and are going places. They are likely to be with us a long time, and private enterprise would be wise to learn to live with them and perhaps it could even learn something from them.

#### For Better Understanding

In the belief, then, that some understanding of the cooperative system in the field of distribution will be of

(Continued on Page 94)

## Controversial Issue of Co-ops' Tax Exemption Aired at Patman Committee Hearing

THE highly controversial issue of tax exemption for farmer cooperatives was formally placed in the lap of Congress at a meeting in Chicago late in April of Representative Wright Patman's Committee on Small Business. Facing each other as witnesses at the hearing were representatives of the National Tax Equality Assn. and of farmer cooperative organizations.

Representatives of a number of trade groups, manufacturers, exporters, financial interests and others, who also appeared at the Committee's two-day hearing, took no part in the fight against the co-ops. Practically all strove to impress on the national lawmakers the need for reduction of taxes on small business. This was in contrast to NTEA's plea that small business can only be saved by taxing the co-ops.

#### NTEA's Position

NTEA's position was presented in a 17-page statement, read by L. J. Oester, retail farm equipment dealer of Mendota, Ill., and vice president of the National Tax Equality Assn.

"We're not worried about competition from the co-ops in any way, shape or form," Mr. Oester asserted, in summing up his testimony. "If the co-ops will pay the same taxes we retailers pay, we're willing to meet them any way they ask for it. The only thing we ask of them is that they pay their just share of the cost of running the government."

This thrust was countered by the

farmers when they placed on record evidence to the effect that they do pay all taxes applicable to their operations, including the disputed federal tax on corporation net income, identically as other businesses pay them.

Fred Herndon, downstate Illinois farmer and president of the Illinois Farm Supply Co., one of the larger purchasing associations, told the Patman committee that neither his state association nor its 81 county member co-ops is tax exempt. "We do not claim any exemption," he stated.

#### In Refutation

In refutation of an NTEA charge, he added, "We also pay federal income tax on the money we put into surplus." This is the money which NTEA has insisted, is being used without

benefit of tax deductions, to create great industrial enterprises to compete with private business.

#### Tax Question

Principal spokesman for the co-ops was R. Wayne Newton, manager, National Assn. of Cooperatives, an organization created by the farmers to head up their defense against NTEA's attacks.

Answering points raised by Mr. Oester, Mr. Newton emphasized that "every dollar of dividends on corporation stock, every dollar of patronage refunds on cooperative marketing, every dollar of refunds on the purchasing of farm supplies goes to increase the farmer's net income and is subject to tax at the farm level.

"These sums are subject to tax to the farmer regardless of whether received in cash, in stock shares or other evidence of equity and regardless of whether they are interest-bearing or whether they bear a due date."

NTEA's crusade, Mr. Newton charged, is "sponsored and financed by competitors of the co-ops." Their use of "misrepresentation, inference, half-truths, flag waving and red herring propaganda tactics," he declared, is "a desperate attempt to frame a case against the co-ops and has for its sole motive their ultimate destruction."

He characterized NTEA's claim to represent 2,000,000 business men as an exaggeration "which raises doubt that it actually represents any in-

(Continued on Page 100)

#### Co-op Gains

National Co-operatives, Inc., recently announced the business of regional co-operative federations in the United States and Canada increased 300 per cent in the last six years.

Howard A. Cowden, secretary-treasurer, N.C.I., said at the group's annual meeting, 18 regional consumer and purchasing co-operatives reported purchases last year were \$152,523,298 as compared with \$48,338,000 in 1939.

Business was \$28,123,919 greater than in 1943, representing an increase of 22.6 per cent. That also was a record year, Mr. Cowden said.

# Basing Point Delivered Prices Declared Unlawful

**The recent decisions by the United States Supreme Court in the Corn Products and Staley cases make basing point delivered prices unlawful because: the prices usually vary according to 'phantom freight' or freight absorption which are unrelated to any proper element of cost; unearned or 'phantom freight' charges are collected from customers but are not paid to carriers by the shipper; discrimination enters to lessen competition, and such discrimination favors certain customers and works against others.**

By HENRY G. ELWELL  
*Traffic Consultant*

• • •

Products case we find the following:

"Petitioners (shippers) use a basing point system of pricing in their sales of glucose. They sell only at delivered prices, computed by adding to a base price at Chicago the published freight tariff from Chicago to the several points of delivery, even though deliveries are in fact made from their factory at Kansas City as well as from their Chicago factory. Consequently there is included in the delivered price on shipments from Kansas City an amount of 'freight' which usually does not correspond to freight actually paid by petitioners."

By "petitioners" and "respondents" it is to be understood that the court refers to the shippers as indicated by our use of brackets in the opening portion of each of the quoted statements.

## Uniform Delivered Price

Despite the fact that these decisions do not apply in instances where the actual cost of delivery is carried in the delivered price, yet it might later develop that even this type of delivered price may be decided as being unlawful.

We mention this possibility because of another case, that of the National Lead Co., now pending. In this case the Federal Trade Commission has made an attack on a uniform delivered price. In the event the Commission wins, it then may attack the general lineup of uniform delivered prices.

However, at present, a uniform delivered price by a manufacturer to all buyers is not prohibited or unlawful.

Getting back specifically to the Staley and Corn Products cases as

decided by the court we include quotations from these two decisions as a sort of brief review of the highlights of certain portions, more especially those applying to the freight rate angle. First we refer to the Corn Products decision from which the following quoted sections are extracted.

"The Commission found from the evidence that petitioners (Corn Products) have two plants for the manufacture of glucose or corn syrup, one at Argo, Ill., within the Chicago switching district, and the other at Kansas City, Mo. The Chicago plant has been in operation since 1910, and that at Kansas City since 1922. Petitioners' bulk sales of glucose are at delivered prices, which are computed, whether the shipments are from Chicago or Kansas City, at petitioners' Chicago prices, plus the freight rate from Chicago to the place of delivery. Thus, purchasers in all places other than Chicago pay a higher price than do Chicago purchasers. And in the case of all shipments from Kansas City to purchasers in cities having a lower freight rate from Kansas City than from Chicago, the delivered price includes unearned or 'phantom' freight, to the extent of the difference in freight rates. Conversely, when the freight from Kansas City to the point of delivery is more than from Chicago, petitioners must 'absorb' freight upon shipments from Kansas City, to the extent of the difference in freight."

## Operation Illustrated

"The Commission illustrated the operation of the system by petitioners' delivered prices for glucose in bulk in 12 western and southwestern cities, to which shipments were usually made from Kansas City. On Aug. 1, 1939, the freight rates to these points of delivery from Chicago were found to exceed those from Kansas City by from 4c. to 40c. per 100 lb.,

WIDESPREAD interest was created on April 23, 1945, when the Supreme Court of the United States handed down its decisions in the Corn Products\* and Staley\*\* cases in relation to basing point delivered prices containing fictitious charges.

Hastily, numerous newspaper stories and editorials pertaining to the two decisions were issued. Because of the necessity for this haste some rather loose statements naturally resulted. A more studied examination of the decisions indicates that they do not directly apply in instances where the actual cost of delivery is contained in the delivered price, or where discrimination does not exist.

The Federal Trade Commission had instituted the cases under Section 2 of the Clayton Act as amended by the Robinson-Patman Act. While the decisions of the court basically pertain to price structures, nevertheless, because of the freight rate features embodied, they should be given careful attention by traffic managers as well as sales managers, etc.

## Essence of Decision

Boiled down, the decisions of the court sustain the Federal Trade Commission's contention that it is unlawful for a manufacturer to use a delivered basing point price in interstate business inasmuch as it usually contains a fictitious delivery charge.

\* Corn Products Refining Co., and Corn Products Sales Co., Petitioners, vs. Federal Trade Commission.

\*\* Federal Trade Commission, Petitioner, vs. A. E. Staley Mfg. Co., and Staley Sales Corp.

Quoting from the decision in the Staley case:

"Respondents (shippers) sell their product, manufactured at Decatur, Ill., at delivered prices based on Chicago, Ill., the price in each case being the Chicago price plus freight from Chicago to point of delivery."

Turning to the decision in the Corn



and to that extent the delivered prices included unearned or phantom freight. As petitioners' Chicago price was then \$2.09 per 100 lb., this phantom freight factor with respect to deliveries to these 12 cities represented from two to 19 per cent of the Chicago base price. From this it follows . . . that petitioners' net return at their Kansas City factory on sales to these 12 cities, in effect their f. o. b. factory price, varied according to the amount of phantom freight included in the delivered price."

### Phantom Freight

It will be noted from the foregoing quoted statements that the court uses the term "phantom freight" to describe the freight charged but not actually paid by the shipper. This is further brought out in the next quoted paragraph.

"Petitioners' pricing system results inevitably in systematic price discriminations, since the prices they receive upon deliveries from Kansas City bear relations to factors other than actual costs of production or delivery. As in the case of the 12 cities selected by the Commission for illustrative purposes, the freight actually paid by petitioners in making deliveries usually varies from the freight factor from Chicago, used in computing the delivered price. When the actual freight is the lesser of the two, petitioners charge and collect unearned or phantom freight; when it is the greater, petitioners absorb the excess freight, which they pay, but do not include in the computation of their delivered price.

"In either event, on shipments from Kansas City, the delivered price to the purchaser depends not only on the base price plus the actual freight from Kansas City, but also upon the difference between the actual freight

paid and the freight rate from Chicago which is included in the delivered price. This difference also results in varying net prices to petitioners at their factory at Kansas City, according to the destination of the glucose. The factory net varies accordingly as petitioners collect phantom freight or absorb freight, and in each case in the amount of this freight differential."

### Court's Exhibit

At this point on page five of the decision the court included an interesting exhibit showing the actual freight from Kansas City and the "phantom freight" in connection with the 12 cities to which reference has been made. The exhibit, in full, is included with this article.

As an indication that the basing point system in question tended to create artificial conditions we include the following quotations from the court's decision.

"Since petitioners' basing point system results in a Chicago delivered price which is always lower than any other, including that at Kansas City, a natural effect of the system is the creation of a favored price zone for the purchasers of glucose in Chicago and vicinity, which does not extend to other points of manufacture and shipment of glucose. Since the cost of glucose, a principal ingredient of low-priced candy, is less at Chicago, candy manufacturers there are in a better position to compete for business, and manufacturers of candy located near other factories producing glucose distant from the basing point, as Kansas City, are in a less favorable position. The consequence is, as found by the Commission, that several manufacturers of candy, who were formerly located in Kansas City or other cities served from petition-

ers' Kansas City plant, have moved their factories to Chicago.

"Further, we have seen that prices in cities to which shipments are made from Kansas City, are frequently discriminatory, since the prices in such cities usually vary according to factors, phantom freight or freight absorption, which are unrelated to any proper element of actual cost. And these systematic differentials are frequently appreciable in amount. The Commission's findings that glucose is a principal ingredient of low-priced candy and that differences of small fractions of a cent in the sales price of such candy are enough to divert business from one manufacturer to another, readily admit of the Commission's inference that there is a reasonable probability that the effect of the discrimination may be substantially to lessen competition."

### The Staley Decision

In the "companion" decision on the Staley case, the court said:

"The principal question for decision is whether respondents (shippers), who adopted the discriminatory price system of their competitors, including the Corn Products Refining Co., have sustained the burden of justifying their price system under 2 (b) of the Clayton Act, as amended, by showing that their prices were made 'in good faith' to meet the equally low price of competitors. . . . Nor was the Commission wrong in holding that respondents failed to meet this burden. . . . The Commission's order will be sustained . . . with instructions to enforce the Commission's order."

In other words, the court upheld the Federal Trade Commission in that the Staley procedure of using a delivered price based on Chicago is unlawful.

Again quoting from the decision we note:

"The Commission found that at all relevant times respondents have sold glucose, shipped to purchasers from their plant at Decatur, Ill., on a delivered price basis, the lowest price quoted being for delivery to Chicago customers. Respondents' Chicago price is not only a delivered price at that place. It is also a basing point price upon which all other delivered prices, including the price at Decatur, are computed by adding to the base price, freight from Chicago to the point of delivery. The Decatur price, as well as the delivered price at all points at which the freight from Decatur is less than the freight from Chicago, includes an item of unearned or 'phantom' freight, ranging in amount in instances mentioned by the Commission, from 1c. per 100 lb. at St. Joseph, Mo., to 18c. at Decatur. The Chicago price, as well as that at points at which the freight from Decatur exceeds freight from Chicago

(Continued on Page 103)

The Illustrative Prices Found by the Commission Show This Sharply Varying Factory Net and Also the Amounts of Phantom Freight. The Figures Given Are upon Deliveries from Kansas City for Aug. 1, 1939, When the Chicago Base Price Was \$2.09

Place	A Freight from Chicago	B Delivered Price (Chicago Base Price, \$2.09, plus Column A)	C Actual Freight from Kansas City	D Net to Petitioners at Factory in Kansas City (Column B minus Column C)	E Variance in Petitioners' Net From their Net on Deliveries at Kansas City	F Phantom Freight (Column A minus Column C)
Kansas City, Mo.	\$.40	\$2.49	\$.00	\$2.49	\$.00	\$.40
St. Joseph, Mo.	.40	2.49	.09	2.40	-.09	.31
Springfield, Mo.	.40	2.49	.36	2.13	-.36	.13
Fort Smith, Ark.	.85	2.94	.46	2.29	-.23	.40
Hutchinson, Kan.	.61	2.70	.36	2.34	-.15	.25
Lincoln, Neb.	.45	2.54	.13	2.41	-.08	.32
Sioux City, Ia.	.40	2.49	.24	2.25	-.24	.16
Waco, Tex.	.85	2.94	.63	2.31	-.18	.22
Sherman, Tex.	.77	2.86	.54	2.32	-.17	.23
San Antonio, Tex.	.88	2.97	.69	2.28	-.21	.19
Denver, Col.	.86	2.95	.56	2.19	-.30	.10
Salt Lake City, Utah	.77	2.86	.67	2.19	-.30	.10



# The Professionalization Of Traffic Management

## Part 1—Trends and Definitions

***In the modern sense, a traffic manager must be more than a shipping supervisor, more than a rate expert, more than a claim preparer. He must be a qualified distribution specialist.***

By JOHN H. FREDERICK

*Transportation & Industry  
Professor,*

and WILLIAM J. BREWER

*Research Assistant, Transportation,  
School of Business Administration,  
University of Texas*

o o o

and devotion to the work. There must be a high degree of attraction to the work. There must be high ethical standards. There must be, in any vocational group that aspires to professional status, a sense that the work is related to public service.

### ***Importance of Transportation***

Whether his operations are small and local, or large and international in scope, the business man is dependent upon transportation at every turn.

If he is a merchant, he is concerned with the arrival of his stocks and the deliveries of goods to customers. If he is a manufacturer he is interested in the receipt of raw materials, supplies and equipment, and the shipping of his products to market. If he is connected in a financial capacity with some organization, he may be inter-

o o o

**EDITOR'S NOTE:** This is the first of six articles on the professionalization of traffic management by Dr. Frederick and Mr. Brewer. Part 2 will deal with regulatory legislation; part 3 with the duties of a traffic manager; part 4 with professional training for traffic men; part 5 with a tentative plan for professionalization, and part 6 with recapitulation and probabilities.

ested in the cost of all activities connected with traffic and transportation.

Besides these direct interests, he has an indirect interest that reacts upon business with important results. This interest is one of a comprehensive social character; for upon the continued development of transportation facilities, the successful and profitable operation of carriers, the intelligent regulation of transportation activities, and the coordination of all such services to operate at the lowest practical cost to business and industry, depends the success of many business undertakings.

### ***Traffic Functions***

It is with transportation in all of its aspects that traffic management plays its economic part. Efficient traffic management can reduce costs incident to port and railroad terminal facilities. It can reduce loss and damage claims. It can expedite shipments and perform innumerable service functions in routing, packing and tracing; in making car supply arrangements; in auditing; in preparing shipping papers and arranging local and plant transportation.

Scientific traffic management assigns to the industrial traffic department a number of constructive func-

FOR a number of years movements to professionalize traffic management have been under way. Many articles have been written, speeches made, committees appointed, bills drafted, and resolutions adopted in the interests of this professionalization. Although many disagree as to the method of improving traffic management and the standing of those engaged therein, all are willing to put forth a great deal of effort to elevate, dignify and benefit traffic management because of its proven worth to business. No one who has observed the development of business in this country in the last generation, can avoid being impressed with the fact that gradually and over a period of years the various vocations or subdivisions of industry have tended to become professionalized. That has been true not only in the fields of law, insurance and medicine, which are not directly connected, but in the fields of industry, management, purchasing work, and other phases which at one time were considered to be subdivisions of the work of the man engaged in business, generally. In this manner a gradual drift in this and in other countries, toward professional recognition has taken place.

### ***What 'Professional' Means***

Among other specialized divisions of business, traffic management, over a period of years, has tended to assume a professional status. The word 'professional' is one that is very apt to be misunderstood. It does not mean that a smug group considers the work it does as something better or more difficult than the work other people do.

For professional status, there are certain criteria of judgment that must be applied to any vocation. There must be reasonable compensation paid to those who work in the field. There must be reasonable opportunity based upon professional efficiency, commensurate with talent

tions such as the preparation of claims and cases for the regulatory commissions, selection of industrial sites and warehouses, and various research problems in connection with rates and classifications. Certain cooperative functions of the industrial traffic department with the plant's internal organization of sales, production, purchasing, advertising and friendly co-operation with the carriers, now have taken a definite place in the up-to-date traffic department.

### Terms Defined

The following definition will be used in this series of articles:

**Traffic management** is a phase of business management considered necessary to the successful operation of practically all business enterprises, just as is accounting, financing, and selling. No concern is believed exempt from the need of traffic management solely because of its size.

Traffic departments, on the other hand, present a different situation. While traffic management can exist without a traffic department, no traffic department can exist without traffic management. Whether or not an establishment should maintain a traffic department depends, among other things, upon its volume of business. To departmentalize a business would appear to require that there be sufficient work to engage the full time of at least one man in each of the subdivisions thus designated. A business can hardly be said to have a traffic department when it utilizes less than the full time of a man or woman in looking after its traffic. But traffic management itself may require only part of the time of one executive.

Traffic manager is the usual title of the executive placed in charge of a traffic department. Some executives carry several titles and are in charge

of several activities, dividing their time and attention among them. Therefore, when an executive is termed "purchasing agent and traffic manager" or "traffic and credit manager," it would indicate that his firm is managing its traffic, but has less than enough business to require the exclusive attention of a traffic executive.

### Distribution Specialist

In the modern sense, the traffic manager must be more than a shipping supervisor, more than a rate expert, more than a claim preparer. He must be a qualified distribution specialist.

There was a time when some people regarded a traffic manager as a man who had spent a sufficient amount of time inside the railroad or steamship business to know what to do to get low rates, and other concessions, when he got on the outside and worked for an industrial concern. This conception does not do proper honor to some of the pioneer traffic managers, who blazed the way through the undergrowth of misunderstanding and lack of appreciation; nor does it do justice to modern traffic managers, who supervise and direct the transportation and distribution interests of industrial and other concerns.

The swift pace of modern business requires the services of well trained and intelligent experts in many fields of specialization to produce, distribute, and assist in directing the consumption and the products of industry. The industrial traffic manager fits into this galaxy of industrial specialists as an expert who assists in increasing the efficiency and economy with which goods are produced and distributed. He holds the key to the door guarding the secrets of fast and low unit cost movement of

goods. He guides and directs the movement of goods from the first stage of production until the finished product reaches the ultimate consumer.

### Kinds of Departments

The following classifications and definitions will also be used in this series descriptive of the various kinds of traffic departments set up to handle transportation affairs for business enterprises.

**Carrier Traffic Departments.** A traffic department of a carrier is one maintained by a transportation company, or by a business concern, furnishing transportation or storage facilities and services for hire, offered to the general public as a common or contract carrier.

**Industrial Traffic Departments.** A traffic department of an industry is one maintained by a shipper/receiver of freight, express, and mail matter. Its purpose is to manage its company's traffic, transportation, shipping services, costs and facilities either through direct or advisory control.

**Commercial Traffic Departments.** A traffic department of a commercial establishment is also one maintained by a shipper/receiver of freight, express, and mail matter. Its purpose is to manage the traffic, transportation, and shipping services, charges and facilities either through direct control or in an advisory capacity.

**Community Traffic Departments.** A traffic department of a community is one maintained by the business interests of a city, region, state, or nation, financed through private subscriptions, membership dues, or taxation, and usually administered under the direction of a committee of members appointed by a board of directors, who in turn are elected by those supporting the organization. Chambers of commerce, associations of commerce, and commerce clubs are typical of many organizations of this kind.

**Trade-Association Traffic Departments.** A traffic department of a trade association is one maintained by the individual business concerns in a specific division of an industry. Its field of operation may comprise a city, a county, a state, a region, or an entire nation.

**Public Traffic Bureaus—Professional Services.** A traffic department of a public nature is a service bureau maintained by a private individual, or firm, for the purpose of serving other business concerns for an agreed fee in some special phase of traffic, transportation, and shipping, or in a general traffic capacity. It is the object of such organizations to furnish certain traffic services for shippers, just as they would be handled by an industrial or commercial traffic department.

(Continued on Page 104)

## Col. Drake Cited for Legion of Merit —Goes to Pacific Zone of Operations

COL. Albert B. Drake, director, Storage Division, Army Service Forces, from April, 1943, to April, 1945, has received the U. S. Army citation, the Legion of Merit, and has been assigned to overseas duty in the Pacific zone of operations.

Faced with an enormous storage job at the beginning of the war, and confronted with constantly shifting problems, Col. Drake brought to the task new methods and ideas he had developed in civilian life as president of the Lehigh and Lackawanna Warehousing Organization in Newark and Jersey City, N. J.

"His foresight and sound judgment," the citation states, "resulted in the establish-

ment and operation of a program which made possible full utilization of the War Department's facilities and saved the Government manpower and materials. His persistent endeavors, his supervision and coordination, were responsible for the growth of the storage program which kept pace with an ever increasing load.

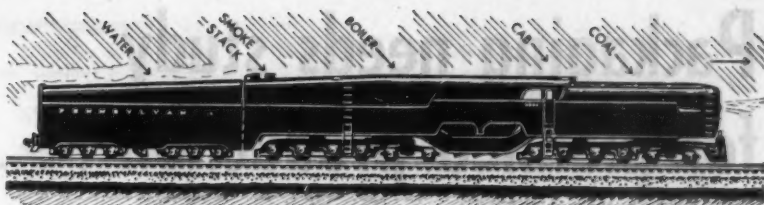
"He forestalled many emergencies by careful planning, and his prompt decisions in all matters were highly important in keeping the program moving forward. He was responsible for the successful installation of a modern organizational storage structure, as well as the installation of modern warehousing methods, which greatly assisted the successful supply of our armies."

## Radio Equipment Orders Placed by Railroads

Enormous wartime strides made by America's radio industry in broadening the efficiency of radio for all types of communications and transportation requirements have set the stage for a "real pioneering job" during the early postwar years, Ernest R. Breech, president of Bendix Aviation Corp., declared in Chicago recently.

A preview of the potential progress that lies ahead has already been shown by the nation-wide experimental applications of very high frequency radio communications systems by American railroads. As a result of successful joint tests with a number of leading roads, his company, Mr. Breech said, already has definite postwar orders for railroad radio equipment. "Since Sept., 1942, when all civilian radio output was shut down, the radio industry has been operating under a security blackout that has cloaked details of its most remarkable engineering and production accomplishments," Mr. Breech stated.

These accomplishments, when they can be translated into greatly improved new consumer radios, radio-phonographs and television sets, and incorporated into widespread new communications applications for air, sea and land transportation will make definite and important contributions to high-level employment and to the long-range stability of the radio industry."



The giant steam turbine "Triplex" will cover nearly 137½ ft. of track, with a wheel base of 122½ ft. As here pictured, the front is to the right; note that the cab is located ahead of the boiler.

## ICC Grants Rail Freight Rate Parity; Southern Shippers Win Fight

**S**OUTHERN and western states won a major victory in their long attempt to win railroad freight rate parity with the east May 19, when the Interstate Commerce Commission, in a 9-2 decision, announced in Washington, D. C., ruled present freight classifications "unreasonable and unduly prejudicial." Rail carriers were given 90 days to submit to the Commission proposals for the establishment of a uniform system of freight classification for the entire nation.

Since it will take considerable time to bring about the revised classification (Washington observers believe it may take two years), the Commission

directed, as an interim measure effective Aug. 30, that basic rates on classified freight be increased 10 per cent in the east, and reduced 10 per cent through the south and west.

The ruling affects only "classified" freight, which consists of manufactured or miscellaneous items. About 10 per cent of total railroad freight falls into this category. Commodities moving under special bulk rates are not affected by the ICC decision.

The Commission's action was applauded by spokesmen for the south and west, who have long protested that manufacturers in the east were able to undersell those in other areas because of freight rate inequalities. Eastern shippers replied that while south and west had to pay higher rates on classified freight, they enjoyed lower commodity rates, especially on cotton. The eastern representatives called for an investigation of commodity rates to accompany the revision of classified rates.

Gov. Arnall, of Georgia, who had brought suit in the U. S. Supreme Court for revision of prevailing rates, called the ICC ruling "a great victory for America as well as the south."

"I am delighted that at last the ICC has mustered enough courage to throw off the railroad yoke that has throttled the economic development of the south and west," he said in Atlanta.

Indicating that he would press his Supreme Court suit to break up the "conspiracy which is operated by the railroad rate-making bureaus," the Georgia governor pointed out that the ICC decision "will enable the south to retain many of its war industries and in the postwar period become more industrialized, so that a wholesome balance between agriculture and industry can be maintained."

In Montgomery, Ala., Gov. Sparks hailed the ruling as a "complete victory for the south."

"We only asked for equality in rates, whether it meant higher rates for us and lower for the other fellow, or lower for us and higher for him," he said.

C. E. Childe, transportation adviser to Congress, and member of the Senate Small Business Committee, commented in Washington, D. C., that the freight rate decision is only the first step toward uniform rate parity.

*now you stay in your N. Y. office;  
buy oranges at Fla. auction sales.*

**A** NOVEL new instrument now enables fruit merchants in nine large cities to bid simultaneously against one another in buying at auction oranges which are offered daily at Winter Haven, Fla. The oranges are described to the merchants in a government report issued the previous night.

The new instrument, which may revolutionize certain phases of marketing, was described recently by Freling Foster, Collier's Magazine columnist, on his radio program, "Keep Up With the World," sponsored by Elgin National Watch Co., Elgin, Ill.

Operating through an interconnected and synchronized wire system, the machine consists of three electric printers, a "Television" dial for marking off the seconds between bids, and a screen on which the bids are flashed.

When an offer is not followed by another within seven seconds, the word "sold" flashes on all screens and the next lot is put up for sale. This mechanical wonder permits the sale of fruit before it is shipped, and eliminates reshipments and other expensive delays in getting the perishable commodity from grower to consumer.

To a bidder sitting in a New York office facing the strange machine, the scene might look (and sound) something like this:

**SOUND:** Teletype machine in operation.

**VOICE:** "Bidding will start on the first batch of oranges in your report. Call your bids out to the machine and remember that if more than seven seconds elapse after a bid, the oranges will be sold to the previous bidder."

**BIDDER:** "\$3.55 per crate."

**SOUND:** Teletype machine in operation.

**VOICE:** "As you see on the screen, a new bid in Chicago is \$3.60."

**SOUND:** Teletype again.

**VOICE:** "Bid in Boston, \$3.65."

**BIDDER:** "\$3.70 per crate."

**SOUND:** Teletype again.

**VOICE:** "Bid in Chicago, \$3.75."

**SOUND:** None, until a bell rings seven seconds later.

**VOICE:** "Sold to the last bidder in Chicago for \$3.75 per crate."

This amazing device is an indication of what American ingenuity is preparing for us!



# Packaging needs study for planned production . . .

**It is becoming more clearly recognized that production and distribution of goods are an overall, inclusive process embracing every activity from the source of raw materials to delivery of the finished product, materials handling equipment manufacturer tells Chicago Packaging Club.**

**I**NTELLIGENT analysis of the functional requirements of industrial packages is bringing about a swift and far reaching revolution in package design in many industries, Ezra W. Clark, vice president and general manager, Clark Tractor, Battle Creek, Mich., stated in a recent address before the Chicago Packaging Club.

There was a time, said Mr. Clark, when manufacturers generally packaged their products in whatever manner best suited their own handling and shipping needs; and the carrier, warehouseman and customer of necessity adapted their own handling methods and equipment to that pattern. Today, that process is largely reversed.

It is more and more clearly recognized that production and distribution of goods are an overall, inclusive process embracing every activity from the source of raw materials to delivery of the finished product. And packaging methods and designs are being re-examined and revised as an integrated phase of planned production.

Two conspicuous examples of this trend cited by Mr. Clark are the de-

velopment of water-proofed fibreboard containers, under pressure of military supply needs, and the widespread adoption of palletized unit packages for many industrial products.

The necessity for water-proof fibreboard containers was emphasized in Mr. Clark's own report following his survey of packaging shipping and materials handling, which he made for the Government in the European War theatre, a survey which is said to have divulged how little the majority of American manufacturers knew about the conditions of transportation and handling, to which their packages would be subjected.

Some manufacturers assumed that overseas conditions would be similar to domestic. They failed to take account of the fact that many "goods wagons" of Europe's railways, small cars about 20 ft. in length with leaky tarpaulins, were quite different from sturdy, weather-tight American box cars. Consequently, many fibreboard containers were quickly reduced to a musky state. Damaged goods, extravagant delays and extra labor became prevalent. To the credit of American manufacturers, however, this critical problem was solved rapidly.

Going into automotive history to trace the development of palletized packaging, Mr. Clark told of the development of the Clark carloader for truck in 1937, as a twin to pallet packaging developed in cooperation with a leading automotive manufacturer.

Under this revolutionary new method, automotive parts of many kinds were placed on pallets, loaded into freight cars, unloaded and stacked in warehouses, and remained in their original unbroken packages until the pallets were moved to the assembly line. Wholly eliminated were several traditional steps: opening packages for checking, and most rehandling operations. It was quickly demonstrated that errors in count were negligible, that care at the packaging point was the most effective preventive, and that claims even after a lapse of six months or more, were easy to adjust.

In contrast to these minor factors, the advantages and economies gained were enormous, Mr. Clark pointed out. Chiefly, the cost burden imposed on production by unskilled labor used to move and handle materials, was instantly done away with. This emancipation of unskilled labor, said Mr. Clark, is essential to American industry's successful future, which calls for greater skills, to higher pay and better standards of living, in order that America can meet the competition of world wide unskilled labor by producing finer quality goods in enormous quantities at matchless low cost.

**COLLAPSIBLE PACKAGES** can be designed for palletized handling and for return to vendor . . . **PROPER CRATING**, carloading and handling from source to final use are not separate subjects but are detailed parts of a fully planned system.

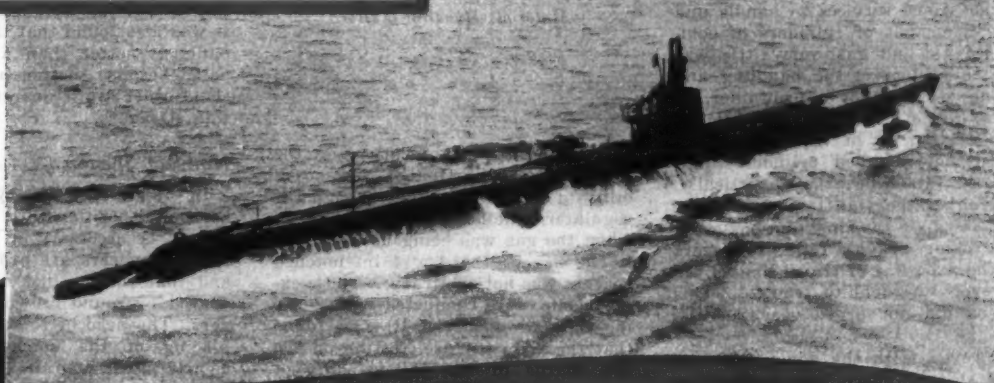




**Submarines Awarded the Presidential Unit Citation**

Nautilus	SS-168	Trigger	SS-237
Trout*	SS-202	Silversides	SS-236
Wahoo*	SS-238	Harder*	SS-257
Guardfish (two citations)	SS-217	Gudgeon*	SS-211
Greenling	SS-213	Tang*	SS 306
Haddock	SS-231	Seahorse	SS-304
Bowfin	SS-287	Rasher	SS-269
Sailfish	SS-192	Sandlance	SS-381

\*Lost



## EXIDE SALUTES 16 SUBMARINES

*Honored by the Presidential Unit Citation*

AS this is written, sixteen U. S. submarines have won the highest honor which can be awarded to a unit of our armed forces. Their achievements stand out among the proudest in American naval history. And the complete story is still to be told.

Ranging incredible distances; often to within gunshot of enemy shores, they have helped to swell the total of submarine-destroyed Japanese vessels to more than 1000—seriously crippling vital supply lines, and preparing the way for the great naval victories that followed.

Their phenomenal successes are a result of superb skill and a brave fighting spirit. As we salute these heroic ships, we take great pride in the knowledge that all but one of them was powered by Exide Ironclad Batteries.

The same type of Exide Ironclad Batteries used to propel a 2000-ton submarine also fur-

nishes motive power for the efficient, time-saving, electric industrial truck—the modern, economical method of materials handling. And wherever they serve, Exides are performing with dependability, long-life and ease of maintenance.

Write us for a FREE copy of the bulletin "Unit Loads," prepared by The Electric Industrial Truck Association. It tells how to cut handling costs up to 50% . . . covers latest developments in materials handling . . . and includes actual case histories.



# Exide

## BATTERIES

THE ELECTRIC STORAGE BATTERY COMPANY, Philadelphia 32

Exide Batteries of Canada, Limited, Toronto

# Handling and Storing Cylinders Of Compressed Air and Gas

**New methods utilize cubic footage rather than square footage of storage space, and modern handling techniques have increased storage capacity of a given cubic area from 25 cylinders to 85 cylinders.**

**B**EFORE it became necessary for the armed services to handle and store thousands of cylinders of compressed air and gas, very little was done to modernize the handling and storing of this type of container.

The large producers used simple hand trucks, or in the majority of cases, they handled cylinders individually, standing them vertically, and rolling them on the edge of the base. One or two installations were made using gravity roller conveyors but the fixed line of travel limited the conveyor to definite routes. This method did not prove very successful.

However, with the advent of war, large storage space was required by the armed services. It was quickly found that to stand cylinders in an upright position in a warehouse with high ceilings wasted a considerable amount of storage area. The cylinders could not be stacked on top of each other, and therefore only one tier was placed in storage at the floor level. Overhead space was wasted.

One of the pioneering installations for better handling of air and gas cylinders was at the Naval Supply Depot, Bayonne, N. J. Here, the method of storing oxygen cylinders in a horizontal position by the use of notched 4 x 4 in. wood spacers, as shown in Fig. 4, was developed. This utilized the standard 48 x 48 in. navy pallet, and permitted the handling and stacking of 15 cylinders at a time, by means of a fork truck.

## Acetylene Cylinders

Shortly after these cylinders were palletized, it was decided that similar methods could be applied to horizontal palletizing of acetylene cylinders, with resultant economy of space. This was tried, as shown in Fig. 3.

At first there was considerable objection to storing these cylinders in the horizontal position, especially if they were full, but this objection was overcome by making certain that full cylinders which were stored in a horizontal position would be placed in a vertical position for approximately 48 hr. before they were required for use.

By **MATTHEW W. POTTS**

*Materials Handling Editor*

o o o

This permitted stabilization of the contents, and eliminated the possibility of acetone blowing through the regulators, the hose and the blow-pipe when the gas was being used.

The use of the 4 x 4 in. notched spacers was not arbitrary, because experiments were conducted with 2 x 6 in. notched spacers. It was found that the 2 in. surface, resting on the top boards of the pallets, did not

allow sufficient spread for the load, thereby causing bending of the boards. It was also found that the 48 x 48 in. pallet is better than a 42 x 56 in. pallet because the notched spacers in the former were nearer to the outside stringers.

## Notched Spacers

In handling these cylinders in a horizontal position with notched spacers, it is necessary to see that the notched spacers are properly located, and that they do not rest under the curved or round crown of the cylinders. The need of this caution in the placing of the notched spacers is clearly illustrated in Fig. 2, which

**Fig. 2.** Proposed new method of palletizing cylinders by the use of  $\frac{3}{4}$  in. steel strapping and a "fig." This method is expected to eliminate the need of "breaking" pallets when they are being stowed in a warehouse, in freight cars, or in the hold of a ship.

Col. A.

Col. C.

Col. B.

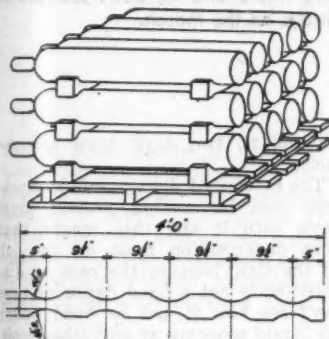


indicates the amount of load that occurs on the bottom spacer when cylinders are stacked to the height shown.

It may be readily seen that the pile must be stable to prevent any slipping which might cause the stack to fall.

Every precaution must be taken to see that the cylinders are not stuck together or dropped. To comprehend the savings that can be realized by handling and storing cylinders with modern methods, let us consider the space required when the cylinders are placed in storage standing on end, one high. In a space of 4 ft. sq.,

Fig. 4. Horizontal palletized oxygen cylinders, with notched 4 in. x 4 in. wood spacer.



approximately 25 small diameter cylinders, such as contains oxygen, nitrogen, etc., can be placed. By using the notched spacers and stacking three tiers high, on pallets, with five

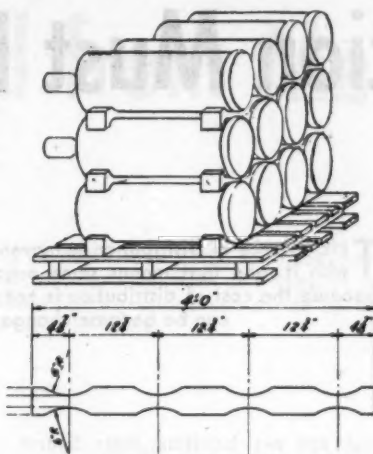


Fig. 3. Horizontal palletized acetylene cylinders, with notched 4 in. x 4 in. wood spacer. Note: Notched spacers must be placed clear of crowns of cylinders and as near pallet stringer as possible.

cylinders to the tier, four pallet loads high, 60 cylinders could be placed in

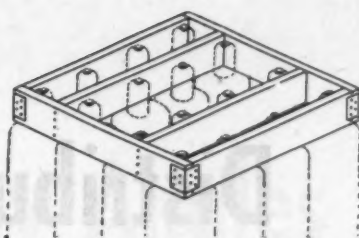


Fig. 1. Dunnage collar for 12 in. acetylene cylinders

the same area. (See Col. A, Fig. 2).

After this system of storage had been in use for a time, it was decided that some gases could be handled and shipped in palletized unit loads, so experiments were made to see what could be done to eliminate the 4 x 4 in. notched wood spacers, and substitute steel strapping.

#### Tiering

The first experiment brought about a unit load as shown in Col. B, Fig. 2, which is known as the 5-4-5-4 method of tiering. With this system, stacking four pallet loads high, 72 cylinders could be placed in the same four ft. sq. areas. However, there were certain objections to this method, which will not be detailed, (Continued on Page 32)

## A FORK LIFT TRUCK of

## Advanced Design

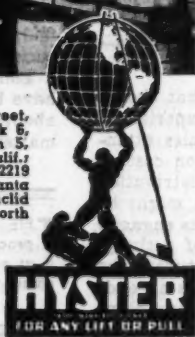
The tilting-hoisting mechanism of HYSTER'S 75 is simple, positive and direct. The telescopic lift, 120 inches to underside of load, permits high piling. A horizontal, double-acting, hydraulic cylinder is mounted at rear with overhead connecting member to the uprights. This rigid connection to the lifting frame gives smooth, positive tilting action; also serves as safety guard for driver. Load capacity 7500 lbs.

Write for catalog 694.



BRANCH OFFICES: 221 N. LaSalle Street, Chicago 1, Ill.; 93 West St., New York 5, N. Y.; 1022 Denike Bldg., Washington 5, D. C.; 233 Ninth St., San Francisco 3, Calif.; Masonic Bldg., New Orleans 12, La.; 2219 Fourth Ave., Seattle 1, Wash.; 2700 Santa Fe Ave., Los Angeles 11, Calif.; 215 Euclid Ave., Cleveland 14, Ohio; 211 Farnsworth Bldg., Memphis 3, Tenn.

Pioneer manufacturers of mobile materials handling machines . . . fork lift trucks, crane trucks and straddle trucks. All gasoline powered; all pneumatic tire mounted.



# HYSTER

Company

2940 N. E. Clackamas  
PORTLAND 8, OREGON

1840 North Adams  
PEORIA 1, ILLINOIS

When writing advertisers please mention D and W

D and W, June, 1945—23



# Distribution Must Be Studied

By FRED MERISH

**B**EFORE setting up a formula for costing distribution, and to get a comprehensive picture of the work entailed, it is necessary to draw a few parallels from the compilation of costs in manufacturing. The assumption that costing is a simple process that the manufacturer computes it as easily as his workman operates a machine turning out pop or pins is of stuff that dreams are made.

Today, after years of experience, our industrialists, able as they are from a productive standpoint, have their costing troubles. The flypaper is always in their hair.

## Criticism Easy

Many criticize those engaged in distribution for not knowing costs, contending that industrialists know their cost of production, so why should the cost of distribution be a mystery? As a matter of fact, no industrialist knows his costs exactly per unit of production or total production, and many are off the beam.

Before the war, many plants were operating on standard costs that were years old. Whether they were high or low was unknown, but the spread between production cost and the manufacturer's selling price was wide enough to earn a profit regardless of which way the cost figures waddled.

Today, no industrialist knows his exact war costs. After he reconverts and charges off war equipment, when he finds out what it costs him to get back his peacetime markets, then he can better appraise his war costs and earnings, but that will be some time after the war and the figures will be of no further use then because they will not be safe yardsticks to use in appraising or standardizing peacetime costs.

## A Compact Job

Costing distribution is a far more complex job than costing business operations in the biggest plant in the country. If industrialists, with all their experts and experience in cost-

**T**HE essence of distribution is movement and its costing process must move with it, and that means some organization must do the job all the time because the cost of distribution is not a fixed figure and we don't see how it can be because change is always on the march.

ing, are not handling their figures with the precision of a punch press, then distribution cost analysts should not expect pin-point accuracy, and should not be criticised if they cannot supply the consumer with the cost of distribution on every price tag.

We must etch this upon the tablets of our minds before we start tackling the problem, otherwise, we will always be baying at the moon. That, probably, is one reason why little progress has been made in costing distribution. Those who have tried, discounted its complexities. When they got in over their heads, they deserted their original intention to formularize a definite program or standard and ended up with glittering generalities or a few overall cost figures taken from a bingo game.

## Full-Time Job

Unless this job is undertaken with the understanding that it is the biggest costing job in the country, and we don't think that is an over-statement, results will go awry. It can't be done haphazardly or in a few spare

---

**T**ODAY, after years of experience, our industrialists, able as they are from a productive standpoint, have their costing troubles. The flypaper is always in their hair.

---

hours, it is a definite job that should be tackled full-time by experienced men instead of the hit-or-miss attention expended on distribution costing to date. If gathering distribution costs was all of the job, it might be done by part-time enthusiasts engaged in many different spheres of activity, but, as with the manufacturer, the show must go on. Costing is an endless process in a manufacturing plant because production is an endless proc-

ess and no two days' costs are the same.

The essence of distribution is movement and its costing process must move with it and that means that some organization must do the job all the time because the cost of distribution is not a fixed figure and we don't see how it can be fixed under our liquid economy or any other economy because change is always on the march and sometimes factors outside the realm of distribution affect its cost, as we shall touch upon later.

## Four Main Objectives

There are four main objectives in costing distribution:

1. To get the figures from sources where they are obtainable.
2. To analyze the figures in order to effect economies wherever feasible and to keep distribution costs under control.
3. To show trends. The analyst must know whether costs are going upward or downward to get a comparative picture of the general movement.
4. To set up standards against which to check results for a current period.

To get this information is the main purpose of all costing systems. Nevertheless, many businessmen, who consider themselves capable operators, think that costs are recorded only to find out what the actual outlay is. But such knowledge is of limited value in a going concern. Once actual costs have been recorded, little can be done about changing results. That's a matter of history. But much can be

---

**T**HE assumption that costing is a simple process, that the manufacturer computes it as easily as his workman operates a machine turning out pop or pins is of the stuff that dreams are made.

---



# ed and Costed from Many Angles

**T**O formularize some plan for arriving at distribution costs, to break down the various factors of distribution and consider them from all angles, to set up some organization that will gather these figures continuously should be the goal to which we hope to attain.

done if these figures are analyzed to determine how operations can be improved. Moreover, they provide a backlog of experience figures from which standard costs can be compiled against which to check current costs to determine whether operations are adhering or differing from standard.

## Graphing Trends

The graphing of trends is another function of costing to show the analyst whether costs are going upward or downward during different periods. In other words, cost compilation is largely concerned with providing information to improve future conditions, the actual costs recorded for a past period providing the directives to this end.

Of what benefit is the compilation of distribution costs if you just scan them so that you can tell your associates or the public that they are so much. The man in the street will ask, "So what?" The pedagogue will say that they are too high and you won't know whether they are or not if you have only the actual costs of distribution, either as an overall figure or as a breakdown. So, after you compile the actual figures, you have just about started on the job.

## Experience Figures

To act intelligently, you must have historical figures, called experience figures, or standards, some yardstick against which you can compare current costs. All cost analysts use such yardsticks to determine whether current costs are in or out of reason.

At present, distribution has no backlog of figures for use as a costing yardstick and such figures must be built up. That means work and indicates why the job will take time and men. If those interested in this phase of our economy will not invest in such time and men, then forget about arriving at a solution of the problem. Continue discussing the cost of distribution, if you will, but don't hope for practical, beneficial results.

## Costs Differ

Costs in a manufacturing plant differ with volume and it may work the same way with distribution. Increased volume reduces the cost ratio to sales, decreased volume increases this ratio, although not in the same proportion. Probably, in a similar way, the bigger the volume carried through distributive channels, the lower the cost of distribution per unit; the lower the volume, the higher the cost. If business goes off the beam, business costs increase in ratio

**A**T present, distribution has no backlog of figures for use as a costing yardstick and such figures must be built up. That means time and men. If those interested in this phase of our economy will not invest in time and men, then forget about arriving at a solution of the problem.

to sales, so likewise should the cost of distribution, although sometimes the seller may absorb some of this increase to unload his wares in hard times.

This does not alter the fact that distribution costs may decrease per unit of distribution with volume. This means that the cost analyst must keep an eye on national income and sales and probably bring sales managers into the picture. We are not

setting up a rule here but it is something to think about.

Many manufacturers set up different standards of cost for different levels of production or sales because costs vary with output and sales volume, but, in some cases, this is such a big job that they by-pass it. Nevertheless, we bring it into the discussion here because distribution cost analysts should consider the effect that variances in business volume have on distribution costs. It is worth study as a component part of the over-all picture.

## Where, How and How Much?

Remember that costs are not always what they seem on the surface. That's why businessmen cost instead of relying upon observation. Many a production man with his eyes glued on operations has torn his toupee when he got the cost figures. We do not know just what an adequate study of distribution will turn up but we do know that if worthwhile results are to be obtained, all angles of the problem should be considered, and one angle is, "does a change in business volume affect distribution costs? If so, where, how and how much?"

In this connection, the big volume we are supposed to get after the war may bring down the cost per unit of distribution to a satisfactory level, indicating that distribution has not been at fault in the past.

## Budgets and Forecasts

Some manufacturers set up budgets, which forecast factory output and costs, sales and profits. These forecasts are based upon a study of experience figures, standard costs and predictions of things to come. Such figures are merely guides and pacesetters. No manufacturer has ever twinned budgeted costs with actual.

Whether distribution costing experts should attempt to forecast distribution costs for a forthcoming period based upon experience figures gathered for prior periods, is problematical, and, if feasible, might not be practical until an extensive backlog of figures had been built up on which to forecast. But this information would be a big help in planning, and it looks as if some of our economy will be planned for a long time. So

this angle deserves consideration because somebody some day may demand such estimates.

### Extraordinary Cost

Another angle to consider is extraordinary distribution cost. For example, a flood or railroad strike may "up" distribution cost and although this is not the fault of distribution, it is often blamed for such tolls. The distribution cost analyst should appraise such costs when they occur and record them separately.

Many manufacturers do this. If a flood destroyed a manufacturing plant, the current year's profits would not be charged with this outlay, but surplus would be charged, because it is an extraordinary expense not properly chargeable to operations. It may be that such extraordinary expenses are the headache of the shipper or producer more than the consumer, but this factor deserves consideration and is just another reason why distribution costs cannot be lumped but must be broken down so that the finger can be put upon irregularities where they occur.

### Not Exact Science

Those interested in distribution costs cannot be criticised with fairness if they do not compute these costs to the penny because this is not possible and no business organization attains this perfection. Cost accounting is not an exact science like mathematics where 2 plus 2 is always 4. All cost records show certain

---

**ANYONE** who tries to arrive at a sensible interpretation of distribution costs from the spattered daubs turned out to date can understand a surrealist painting. There is no system, no yardstick against which to gauge current costs.

---

approximations. So do profit and loss statements, because depreciation, overhead, distribution and other items must be estimated. There is no way to make these calculations precisely, so the distribution cost analyst must make similar allowances.

### No Yardsticks

But the businessman, at least, makes some attempt to determine his costs, builds up experience figures against which to check current costs to get a comparative viewpoint and uses some sort of a system. This is where those interested in distribution can be criticised. They have no system, no yardsticks against which to gauge current costs, consequently what attempts have been made to gather these costs, have been hit-or-miss and the figures have been built up with different formulas depending upon the opinions or imaginations of the compilers.

If an industrialist varied his methods for figuring his costs, say the labor-hour method today, the machine-hour method tomorrow, the unit of

production method the next day, and distributed overhead willy-nilly, based on labor hours, cost of labor or cost of materials or prime cost, and then tried to adapt process costing to work that required job costing or by-product costing or estimate costing and had no backlog of experience figures against which to analyze results, he would have Sanscrit.

### Overall Plan Needed

To formularize some plan for arriving at distribution costs, to breakdown the various factors of distribution and consider them from all angles, to set up some organization that will gather these figures continuously, should be the goal. Anyone who tries to arrive at a sensible interpretation of distribution costs from the spattered daubs turned out to date can understand a surrealist painting.

The purpose of this article is to give some idea of the magnitude and problems that will present themselves in costing distribution. It isn't as simple as some people think. Henry Ford once said that any man can succeed if he knows his goal and considers all the pitfalls and problems he will meet on the way, taking a long-term objective of the proposition with no punches pulled. Those engaged or interested in costing distribution must gird themselves with the same armor, otherwise they will probably fail because the road isn't easy. The goal is attainable for those only who are willing to tackle a much needed job in a practical way.

## Shippers Lease 55,000 Freight Cars In Unique Mass Distribution Service

Over 55,000 freight cars of special types are owned and operated by General American Transportation Corp., 135 S. La Salle St., Chicago, 90, and are leased to shippers in a unique distribution service, explained LeRoy Kramer, first vice-president of the company during a recent radio program, "Worth Remembering," sponsored by a Chicago investment house.

Included in the equipment, Mr. Kramer said, are 75 types of tank cars, each specially designed to transport a large variety of liquid and chemical products. Because of the varied nature of the products, tank cars lined with rubber, lead, nickel, and other materials are required. Some cars must be built of very heavy steel plate. Others must be insulated for protection against cold.

Many cars, he continued, are required to handle by-products of steel plants. Others carry imported oils, including coconut oil from the southwest Pacific, soybean oil from China, olive oil from Italy and Spain, sunflower seed oil from Russia, and whale oil from the south Atlantic.

To accommodate these imports, Mr. Kramer continued, General American now operates five strategically located tank terminals. Inbound or outbound shipments are received, warehoused, and transferred to tank cars or ships.

The company also leases a large fleet of refrigerator cars, and operates a precooling service for about 85 different fruits and vegetables, dairy products, fresh meats, and packing house products. Another phase of the business involves the sanitary transportation of milk and cream in bulk by means of glass-lined steel tanks.

Special types of cars are built in the company's own shops, which also produce freight cars of all varieties according to the specifications of its customers, the railroads. Highway motor coaches are also manufactured at the shops.

Looking toward the postwar period, the company has recently acquired ownership of factories producing machinery used in the food, chemical and oil refining industries. In these plants, Mr. Kramer declared, preparations are under way to develop tanks, towers,

mixers, dryers, dehydrators, and similar machinery. An export department has been organized to distribute these products in foreign countries.

Under new plans of the board of directors, construction, ownership, and servicing of airplanes and ships will be undertaken, and manufacture of plastics, fabrics and textiles will be started. (Slawson)

### Handling Charge Rise Granted in CRC Decision

Delta Warehouse Co. of Stockton, Cal., has been authorized by the California State Railroad Commission to increase handling and accessorial charges.

Accessorial charges increase from \$1 per man hour to \$1.25. Handling charges for bagged beans increase from \$1 per ton to \$1.20, and for grain, from 60c. per ton to \$1.

In a joint decision, the CRC denied the petition of Haslett Warehouse Co. and Haslett-Stockton Warehouse Co. for establishment of approximately similar handling and accessorial charge increases. Denied also was the request of Haslett-Stockton Warehouse Co. to increase handling and storage rates on wool.

The CRC declared the record showed the requested increases to be war-

anted in the case of Delta Warehouse Co., but that the showing made in behalf of the other applicants did not justify the granting of the proposed increases. (Herr)

## More Tons Per Man-Day Handled By Army Depots

Tonnage handled per man per day by receiving and shipping personnel at 22 Quartermaster and Army Service Forces depots in Jan., 1945, was 55 per cent greater than for the same month in 1944, the War Department announced.

Records of the office of the Quartermaster General disclose that the per man-day tonnage increased from 5.45 tons in Jan., 1944, to 8.47 tons one year later. This means that each man was handling 3.02 tons more per eight-hour day in January of this year than he was in the same month one year ago.

This greatly increased efficiency at the 22 depots in handling of vital war supplies is attributed to several factors, including better trained supervisors and laborers, more intense exploitation of materials handling equipment, development of job records, and the instilling in depots of an increased awareness of the use of operational figures as management devices.

## Wirebound Box Group Assails OPA Tactics

OPA lethargy in meeting the problem of pricing the production of mills supplying veneer for wirebound wood containers has hampered the overseas shipment of vital supplies to the Army and Navy, it was charged at a recent meeting of the board of directors of the Wirebound Box Mfrs. Assn., Blackstone Hotel, Chicago.

Supplies for the overseas units have demanded important use of wirebound wood containers, but lack of corrective action by OPA has held up container requirements, it was disclosed. Louis S. Beale, association secretary, reported that out of 86 veneer mills, all of which are small operations, included in a survey and producing box veneer in 1942, only 25 are now supplying box manufacturers.

## Property Liquidation Directed by McCabe

Active direction of the disposal of Army-Navy overseas surplus property has been assumed by Thomas Bayard McCabe, as commissioner of the Office of Army-Navy Liquidation, a joint military and civilian disposal organization, the Office announced in Washington.

Maj. Gen. Donald H. Connolly, who recently received the Distinguished Service Cross for his accomplishments as commanding general of the Persian Gulf Command, has been serving and will continue to serve as deputy commissioner. Rear Adm. W. B. Young, formerly chief, Bureau of Supplies and Accounts, Navy Dept., is the assistant commissioner.



In shiploading, unit loads are often moved by the roller conveyor into spots where mechanical equipment might have trouble placing them. Unloading procedure requires that the loads be pulled back up onto the conveyor, a job which the ship's lifting gear can readily do with the aid of torque hooks.

# Pallet on the Hook

**The Naval Ordnance Materials Handling Laboratory's new torque hook makes an important contribution to modern palletized shiploading and truckloading.**

**P**ALLETIZED unit loads are designed, of course, to be handled by fork trucks, hand lift trucks, and slings, but there are frequent occasions where it is convenient or necessary to drag them for short distances. Until recently no completely satisfactory equipment had been devised for gripping the pallets quickly and firmly without damaging them.

The Bureau of Ordnance has now developed an excellent and very simple torque hook for this purpose. The hooks are generally used in pairs with about 14 ft. of cable connecting them. When they have been placed around the ends of a pallet's two outside stringers, any tension on the cable causes them to turn tightly against the pallet, enabling it to be dragged or even lifted off the floor on one end.

### Interesting Uses

One of the most interesting uses for the torque hook is in ship unloading. Lower tiers of pallet loads

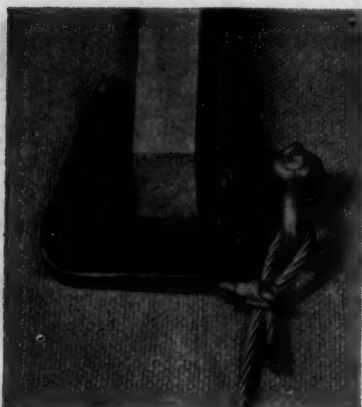
in a ship are loaded and unloaded by mechanical equipment. However, the top layers in the lower hold, being beyond the reach of equipment operating on the lower deck are often placed by the ship's lifting gear on a section of roller conveyor running from the square of the hatch over to the wings, and are pushed manually until they roll off the end of it and down into position.

### Unloading

Unloading is just the reverse procedure, except that gravity obviously will not make the unit loads drop back up onto the conveyor. Torque hooks pulled by the ship's lifting gear do that.

Often, highway trucks which would not support the weight of heavy mechanical equipment are loaded by merely setting the first pallet load on the rear of the truck body and pushing it forward with the next load. This means that in unloading all the units except the rear one are out of



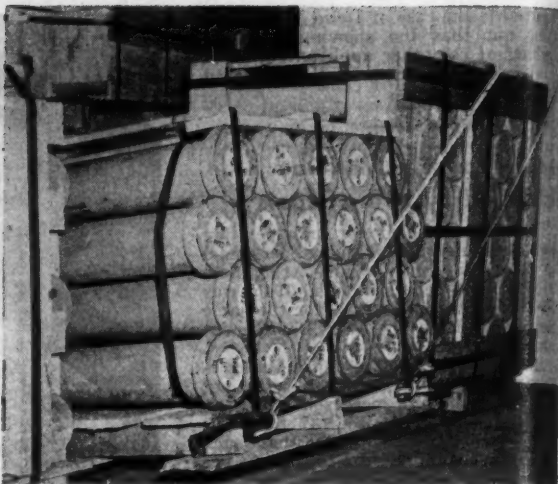


The Bureau of Ordnance's new torque hook consists of a J-shaped piece of  $\frac{1}{2}$  in. steel plate with two jaws welded to it. Pulling the cable causes the hook to grasp a pallet stringer firmly, provided only that the line of pull is not parallel to the line intersecting the two jaws.

Pallets are dragged or lifted from the side merely by placing hooks around the ends of the stringers. Care must be taken not to lift at too sharp an angle, or the end boards may be loosened as shown on the right of this pallet.



Generally the hooks are used in pairs with about 14 ft. of cable connecting them. They enable a crane or winch to lift one end of a pallet right off the deck, so that a piece of roller conveyor or wooden blocking can be slid under.



The jaws bite equally well when the pallet is merely being dragged along on the level. Since the pull here is from the side, both hooks are faced the same way. A single hook could be used to turn the pallet.

reach of the handling equipment. Torque hooks are very handy in a case of this sort.

There are numerous instances where this new device can prove useful. Sometimes a palletized freight car will be received with weak spots or holes in its floor, over which mechani-

cal equipment cannot travel safely. A fork truck or powered hand-lift truck, with the aid of a pair of hooks, can drag a unit across the weak spot.

Also, when a freight car is unloaded from ground level, pallet loads in the doorway must be removed to give a hand-lift truck room to work

inside the car. The ones on the far side can be dragged by torque hooks across the car to within reach of the forks. Even in warehouses the hooks often prove useful to drag pallet loads out of inaccessible places, or to turn them so that other equipment can more readily get at them.

## Automotive Assembly Conveyor System Adopted by Army for Packing Rations

The Quartermaster Corps has adopted the automobile manufacturers' efficient conveyor assembly system for the packaging of 10-in-1 rations for overseas troops, the War Department reported.

Under direction of the St. Joseph, Mo., Quartermaster Sub-depot, 80 employees work daily on the army's largest ration assembly line, packing cases that contain enough varied foods to feed 10 men for one day or one man for 10 days. The assembly line occupies the third and fourth floors of a 60 by 120-ft. building. From the assembly floors, the completed packages are conveyed to the lower floors for storage until they are loaded to fill army requisitions for shipment to overseas theaters of operations.

Into each packing box go meat com-

ponents such as canned hamburger cakes or meat stew, canned ham and eggs, pressed cheese, canned vege-

### Prepared For V-E Day

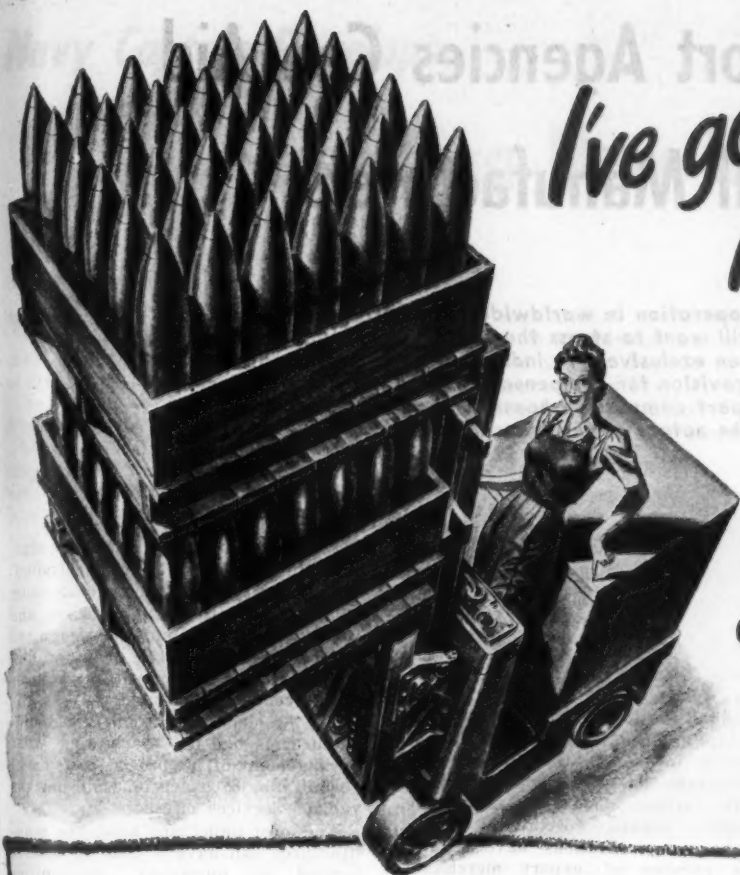
V-E day found S. N. Long, St. Louis warehouse, prepared.

Full color posters, 16 in. x 33 in., bearing the picture of Gen. Dwight D. Eisenhower at salute, and a map of Europe, were mailed throughout the nation. The posters, which had been printed in advance, were inscribed with the slogan "Teamwork Did It! Their hitting over there, plus your pitching over here, blasted 'em right off the map! Congratulations!"

tables, pressed fruit bars, fruit puddings, chocolate, lemon and orange powders, coffee, pre-cooked cereals, canned milk, paper towels, matches and cigarettes, everything the troops need for variety, high nutritive value and palatability. Because of the varied sizes and shapes of the packages in each case, they must be hand packed, but the entire operation moves along the conveyor line and rapidly builds from an empty container at one end to the accurately filled and closed package ready for export shipment at the other.

### Hawaiian SAE Group

Organization of the SAE Hawaiian Section, first to be established by the Society of Automotive Engineers outside continental North America, has been approved by the SAE Council, announced John A. C. Warner, SAE general manager.



*I've got a Philco  
in here...*

*a Philco "Thirty"-  
the Electric Truck  
Battery with*

*30% Longer  
Life!*

## FOR 50 YEARS PHILCO HAS BEEN A LEADER IN INDUSTRIAL BATTERY ENGINEERING

To operators of electric industrial trucks a PHILCO has long meant a big storage battery that provides the power to move great pallet loads of materials. For more than 50 years, important developments in storage battery design have come from Philco engineers. The latest of these is this revolutionary new Philco "Thirty", with 30% longer life! It's the toughest battery ever built for heavy industrial motive power service. Its far longer life is news of the utmost importance for all who seek lower costs in materials handling, today and after the war. There's a Philco Storage Battery for every need in industry—mine haulage, railway service, oil switch control, telephone service, and many others. Write for latest catalogs.

FOR THE LATEST IN MODERN BATTERY DESIGN... SPECIFY

# PHILCO Storage Batteries

PHILCO CORPORATION • STORAGE BATTERY DIVISION • TRENTON 7, NEW JERSEY



In the new Philco "Thirty" Storage Battery, a revolutionary new construction principle employing fabricated glass tape insulation, greatly increases the life of the power-producing positive plates. Only Philco "Thirty" has this great new development which adds 30% and MORE to Storage Battery life.

# How Export Agencies Can Aid Small Manufacturers

**To assure fullest cooperation in worldwide distribution, the American manufacturer will want to stress the exact designation of sales territories to be given exclusively to individual dealers abroad, and to make sure that provision for compensation is afforded for dealer, export agent, or export commission house, whenever warranted by the nature of the transaction.**

**M**ANUFACTURERS of products that can be combined with other miscellaneous types of goods to make up the quantity necessary for a bulk shipment to any one firm abroad, will find the services of an export commission house of great value.

The export commission house generally may be looked upon as the purchasing agent for a large variety of goods on behalf of firms located abroad.

Many foreign business concerns feel they obtain certain benefits in passing their orders for American goods through export commission houses; benefits which to them are worth the small commissions charged.

A foreign firm may have orders to place with 50 American manufacturers for various kinds of hardware. Instead of corresponding with 50 different organizations, the foreign firm assigns the work to an export commission house.

## Orders Distributed

Orders are distributed by the commission house to the manufacturers, and the goods are collected together at a port of exit and shipped on one bill of lading. The commission house pays the 50 individual suppliers and finances the operation in one draft on the foreign firm. The latter saves the time and effort involved in establishing direct relations with each of 50 manufacturers. Also avoided is confusion with documents and in financial arrangements which might arise because of difference in languages and customs.

The export commission house, consequently, offers services that certain American manufacturers can use in extending the distribution of their products to foreign markets.

The export commission house should, however, not be confused with the export merchant, or the manufacturers' combination export agent.

The few remaining export merchants engage in buying and selling

By **GEORGE F. BAUER**  
*International Consultant*

• • •

goods for their own account in overseas trade. They buy quantities of goods in the U. S., load them on board a ship, and send them to some foreign market to be sold there to the best advantage. The vessel is then reloaded with foreign goods for sale here. Trends toward specialization and faster communications have reduced the number of export merchants. There are, however, export merchants who by their knowledge of trade and of business firms in a specific region, have become important sources of credit which dealers abroad utilize in financing their purchases of goods in foreign countries. The function of the export merchant, therefore, can best be defined as one of financing, since the merchandising phases of his business are subsidiary.

## Promote Sales Abroad

The combination export agent renders a service different from that of either the export commission house or the export merchant.

Whereas the export commission house may in a limited sense be considered as agent for the buyer abroad, the combination export agent is indirectly an export manager or agent located at some international trade center in the U. S. He acts to promote the sales abroad of American manufacturers.

It is vital to heed these distinctions, if an export policy is desired which will permit the manufacturer to benefit by the services of any one or all three of these foreign trade factors. Particularly important is some arrangement for cooperation with the export commission house avoiding, however, undue impairment of rewards accruing to the combination export manager, or to the distributor

abroad appointed by the manufacturer to promote sales of his product.

The export merchant, commission house, combination export agent and foreign distributor must be recognized as possible links in the chain of distribution from the American producer to the consumer abroad.

The problem confronting the manufacturer is one of determining what arrangement of his export policy will permit him to benefit most from the various services offered.

The most important asset the manufacturer can have is that of dealers located in numerous communities abroad who are able to present his products for sale.

## Territory and Payment

Before a foreign dealer undertakes to promote the manufacturer's products, he must be given some assurance with regard to sales territory that will be reserved for him, and the compensation he may expect from his efforts.

There are all too frequent requests for exclusive sales rights in territories where facilities available to the dealer applying for the franchise are insufficient to promote the greatest possible distribution of the manufacturer's products.

Inquiry is well warranted to determine what facilities the prospective dealer abroad actually has with which to cover a given sales territory, before exclusive right to it is granted by the manufacturer.

Very often sales rights will be requested for an entire country comparable in size to the U. S. by a prospective dealer who has facilities sufficient for only partial coverage.

On the other hand, the granting of too small a territory may be disadvantageous to the manufacturer if the prospective dealer is equipped to cover a larger area. An investigation into the number and location of branches which the dealer controls

(Continued on Page 107)



## Navy Captain Develops

# Something New In Filing

WHEN considering the subject of materials handling, few executives feel that principles applying to production and warehousing operations can be used in the office to expedite the tedious work of filing.

The opening of file cabinet drawers, and the work of sorting papers both before filing and for checking invoices against requisitions and shipping data, requires a considerable amount of manual handling, and walking from one location to another. In most file rooms, use of time saving devices has never been considered, perhaps because it was felt that there was no more efficient method of filing than the one already in use.

At the Naval Supply Depot, Bayonne, N. J., all handling operations in the warehouse, on the piers and on the docks, are swiftly completed through the use of mechanical materials handling equipment. It was natural that Capt. Blaine Hunter, executive officer, should question the old methods of filing, and apply his mechanical ingenuity to the problem of simplifying the system in use. At the Bayonne Depot there was a major problem in the filing department. Personnel turnover was so rapid that the situation was dangerous. Capt. Hunter invented a filing system which eliminates the back breaking job of pulling heavily laden file drawers open and shut, now doubly difficult because of increased use of sticking, swelling, wood file cabinets. His system eliminates leaning over and stopping to reach the lower drawers, and the stretching to reach the top drawers.

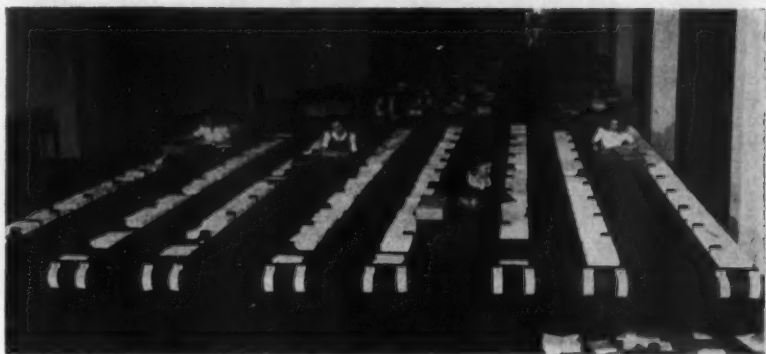
The new system has increased the speed of filing, and has reduced absenteeism and personnel turnover amazingly.

### Available to Public

After putting the system into operation and giving it a full test, patents were applied for. The new system is called "Transdex." It is manufactured by the Rolldex Corp., 433 Shelby St., Detroit, and is available to industry. It has many applications in order, stores, filing and invoicing departments of railroads, bus lines, insurance companies, public utilities, etc.

The system consists of two parallel filing troughs mounted on legs to raise the top of the file approximately 28 in.

**Modern mechanical materials handling equipment is used for all operations in the warehouse and on the piers and docks of the Bayonne Naval Supply Depot. It was only natural for Captain Blaine Hunter, executive officer, to apply the principles of modern materials handling to the problem of office filing, and to invent a new system which promises much for industry.**



**MECHANIZED FILING:** File clerks at the Bayonne Naval Supply Depot propel themselves along tracks to the proper filing position by grasping wooden tabs spaced every three ft. along the route. An exertion of one lb. of effort is sufficient to move clerk, desk, chair and platform the entire length of the trough.

from the floor. Between these two troughs runs a track on which a platform with work desk and chair is arranged. This complete subassembly, desk, chair, and platform, runs on a patented device consisting of a ball bearing that rolls on a knife-edge double track. The platform is equipped with a brake which operates just the opposite from a conventional brake. You press on the brake to free the braking mechanism.

The operator sits at the desk with her work piled neatly, and propels herself along the track to her filing position by grasping the wooden tabs protruding every three feet from the troughs on alternate sides.

### Slight Pressure

With a slight pull, exerting about one pound of effort, it is possible to slide smoothly from one filing position to another even along the entire length of the trough, backward or forward.

The use of this new method of filing under actual operating conditions has made possible a very great saving in personnel by reducing the number of file clerks required. It also has eliminated the former great turnover of personnel.

In the public voucher section, which matches inspection reports and dealers invoices, the force of file clerks has been reduced by three. The use of the "Transdex" file has completely eliminated dispensary visits of the personnel of the file section, each of whom formerly became ill on the average of four times a year from such extreme strains as drawer pulling and stooping.

There have been no requests for transfers from filing jobs to desk jobs since the girls at the Naval Depot have been operating this new system. Since with the new system, the operators are always in plain view, work control can be greatly increased.

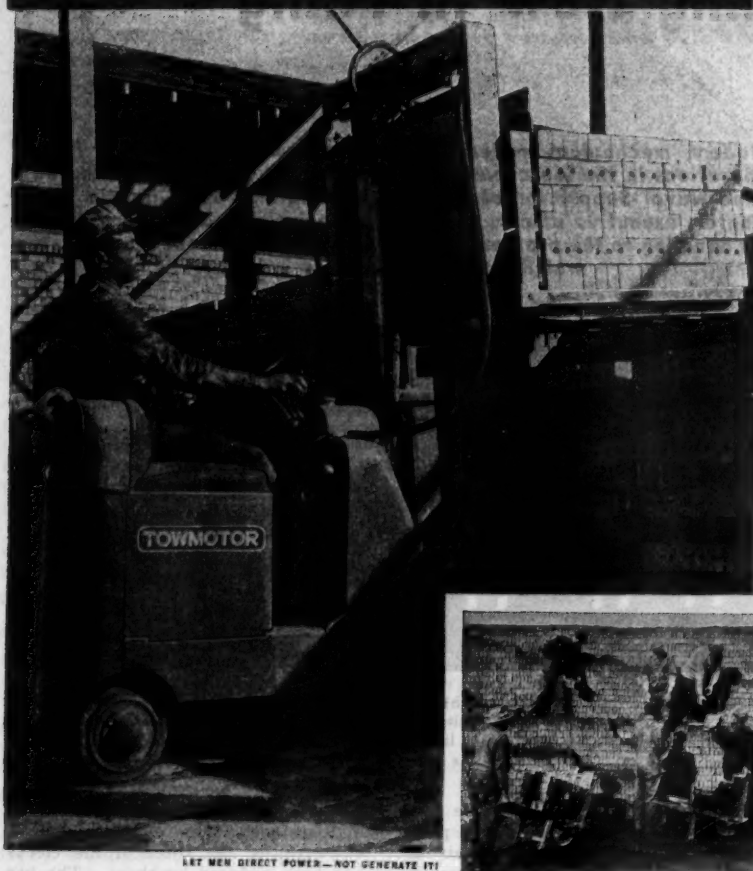
### No Bottlenecks

In the past, when folders were returned for filing they were placed on top of the files, and there was considerable difficulty caused by bottlenecks when more than one clerk attempted to work at the same three drawer file. With the "Transdex" system, folders flow in and out of the files in a smooth and easy fashion. If necessary, a number of clerks can work on a "Transdex" file at once during peak periods. The regular operator in the

(Continued on Page 106)

HANDLING+Processing+HANDLING+Assembling+HANDLING  
+Packing+HANDLING+Storage+HANDLING

HANDLING—the Common Denominator of PRODUCTION



LET MEN DIRECT POWER—NOT GENERATE IT!

**Lower unit costs,** made possible through modern mass production methods, increase the necessity for a modern, efficient handling system. Manual handling of low cost units is especially expensive and wasteful and can offset the economies of effective production methods.

Towmotor, the one-man-gang, brings mass production efficiency to handling, maintaining the profit margin on products of low unit cost. The Towmotor DATA FILE gives complete details . . . write today for your copy.



**TOWMOTOR**

**THE ONE-MAN-GANG**

TOWMOTOR CORPORATION • 1235 E. 152ND STREET, CLEVELAND 10, OHIO

32—D and W, June, 1945

## Handling and Storing Air and Gas Cylinders

(Continued from Page 23)

as it has been superseded by what is known as the 6-5-6 method of tiering, as shown in Col. C, Fig. 2.

Here, the pallets are stacked five high, putting 85 cylinders in the same 4 ft. sq. area. All columns are the same storage height. With these comparisons, it will be seen that modern methods of handling have increased storage capacity of a given cubic area from 25 cylinders to 85 cylinders.

The new method of stacking the cylinders on the pallet eliminates all of the 4 x 4 in. notched spacers, and uses only two ¾ in. steel strappings and a jig or fixture as shown on each side of Col. C, Fig. 2 which are used to hold the cylinders in place while the pallet loads are being made up.

### Steel Strapping

The steel strapping is placed through notches between the stringers and the top boards. The first row of six cylinders is laid on the pallet and the steel straps are then passed from one side of the pallet to the other, crossing in the middle. The second tier of five cylinders is then laid in place and again the continuous steel straps are passed from one side of the pallet to the other, crossing in the middle. The third tier of six cylinders is then placed, and the two continuous straps are passed over the top of the third tier of cylinders and tightened with regular strap locking devices. The wooden side jig fixtures are then removed, and the pallet load is ready for handling and storing.

With this system, cylinders of oxygen, nitrogen, helium and carbon-dioxide (Type 9 in. x 51 in.) have been advantageously stored and handled. Acetylene cylinders have been stored, horizontally, with the 4 x 4 in. notched wooden spacers, but more recently, it has been found that additional storage space can be saved if these cylinders are stored in the vertical position. When they are stored horizontally, there are twelve cylinders in the four ft. sq. area. If they stood vertically, sixteen acetylene cylinders can be placed on a standard navy 48 x 48 in. pallet. However, if these are to be tried in the vertical position to gain the cu. ft. storage area, it is necessary to provide a protective collar such as is shown in Fig. 1. This can be constructed of 1½ in. x 7½ in. boards, which will nest and hold the cylinders together, and provide a metal support for the second and third tier or pallet load. If desired, an additional safety precaution can be taken by putting one

(Continued on Page 106)

Don't assume you can't get equipment—inquire.

"In more ways than one our precious supplies  
were *HEAVEN-SENT!*"

Based on a true story taken from the  
war record of the Curtiss Commando



"Out of Hope and Penicillin on Tinian. No relief in sight. And more wounded Marines streaming in every hour. Suddenly the roar of an airplane. Friend or enemy? A friend indeed... a Curtiss Commando. Loaded with 6 tons of drugs, food and ammunition, it had slipped through the Jap fighter screen over miles of open water. Ten times that day the Commando flew that gruelling trip... and made it!"



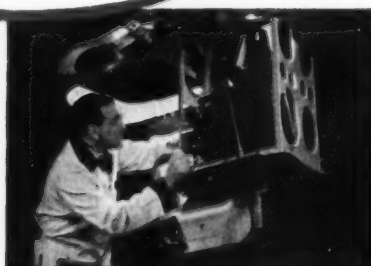
**Walk Into Wonderland** as you board a Curtiss Commando. Through the wider doorway without stooping... down the broad aisle with its deep-pile carpeting and overhead, fluorescent lighting. Relax in the noise-proofed cabin, where you can talk in a normal tone of voice, and where the air is changed completely every 1 1/2 minutes.

THAT'S WHY  
I WANT TO RIDE  
THE AIRLINES THAT

*Fly Commando!*



**Wide Open Spaces.** The 2 huge holds of a Commando provide 526 cubic feet of space for 3 1/4 tons of luggage and cargo. They're large enough to accommodate big cases and dress racks with ease... and the merchandise that Flies Commando is delivered direct from airport to store, sale-fresh.



**No Loafing Allowed** for shipments that Fly Commando! Its top cruising speed is 251 mph... 50 mph. faster than any other present-day, twin-engined airliner! And the Commando is so much more accessible for flight stop maintenance and loading that less time is spent on the ground.

THE CURTISS

*Commando*

Today's Great Lifeline  
Tomorrow's Great Airliner

CURTISS  
WRIGHT

FIRST IN FLIGHT





Reg. U. S. Pat. Off.

## National Air Transportation Policy Needs Regulating, Chicago Forum Told

The imperative importance of a newly regulated national air transportation policy to the advancement of sounder and more economical practices and prevention of "destructive competition," was stressed in talks given by G. M. Williams, senior vice president, Curtiss-Wright Corp., and W. A. Patterson, president, United Air Lines, at the Chicago Forum on Aviation sponsored recently by Chicago Assn. of Commerce and the University of Chicago.

Discussing regulation required by our national air transportation policy, Mr. Patterson stated that regulation has neither the purpose of favoring one type of carrier over another nor one individual against any other but should be concerned solely with the promotion of the public welfare. If the declared policy is to be executed, it is necessary that proper regulation be extended to presently unregulated carriers.

"It is not the purpose of regulation to eliminate competition between carriers but rather to place the competition on a higher and sounder plane. Public interest demands that all uneconomic and destructive competitive practices be prevented in order to insure a transportation system strong enough to adequately fulfill the demands made upon it. Economically wasteful rivalries must be prohibited, for in the end the public must pay."

Regarding air cargo possibilities, Mr. Patterson said that the equivalent of 75 per cent of all non-local first class mail would be carried by air if planes were to transport all inter-city first class mail moving between points over 400 miles apart. This would represent a six and a half times growth over the ton-mile volume of air mail carried in prewar years. If air parcel post is established, he added, total mail volume would increase another five times.

Whatever the details of any United States air policy, it can, Mr. Williams declared, call for no less than (1) maintenance of an adequate air force; (2) acquisition and maintenance of air bases essential to national security and that of our overseas trade; (3) facilitate the orderly and economic expansion of domestic and international air transport and private flying; and (4) maintain a strong aircraft manufacturing industry.

"The United States has opportunity to make of aviation a great power for good. We have built the finest facilities in the world, trained 2,000,000

aircraft workers and 3,000,000 airmen. We have created an industry which can guarantee our security, enhance trade and travel and enrich the lives of our people.

"All this will not come of itself; it must be accomplished with the con-

### Locomotives Shipped by Air

Eighteen locomotives, built in 92 days, have been flown to Burma in the first air-locomotive flight in history, to help counter the British Army's supply problem there.

Requested by the U. S. Commanding General, Burma-India Theater, last January, the Fate-Root-Heath Co., Plymouth, O., was notified by 'phone of the rush order the same day even though contracts had not yet been placed. By April 17, the last of the 18 five-ton, gas, meter gauge locomotives, was in Miami, Fla., ready to be flown.

For the entire shipment, 27 planes were used.

structive assistance of government and the intelligent and far-seeing support of an air-minded people. American engineering genius has proved its supremacy when properly supported. We must continue to support it to insure our future international safety." (Slawson)

## Increased Air Cargo Traffic Expected To Surpass Passenger Travel After War

That air freight, air express and air mail will multiply even faster than air passenger travel when the war is over was the recent prediction made at Los Angeles by Kenneth Vore, traffic manager, Consolidated-Vultee Aircraft Corp., Downey, Cal., and a widely known air cargo authority.

Conclusion of the war, Mr. Vore declared, will see the application of wartime developments in air shipping to civilian cargoes. He cited that vast quantities of American goods, from hosiery to airplane engines, are being exported in increasing volume over a global network operated by the Army Transport Command, the Naval Air Transport Service, and commercial airlines operating for the military.

### Perishable Food Experiments Continue

Airborne shipments of fresh fruits and vegetables are being placed in stores in Chicago and certain other cities in a continuation of the year-long survey to determine consumer preferences, United Air Lines revealed recently. The survey has been conducted under the guidance of Wayne University, Detroit, Mich., with United Air Lines, Great Atlantic & Pacific Tea Co., and Goodyear Tire & Rubber Co. cooperating.

Reporting on Chicago experiences, United said the first test was with fresh asparagus picked in California one day and flown overnight by United to Chicago. There the asparagus was placed on sale in an A. & P. store for 69c. a lb. Next a small shipment of broccoli was flown from California to Chicago and placed on sale for 35c. a bunch.

"Officials report," says the United Air Lines statement, "that the asparagus sold rapidly but there could be no comparison with sales of asparagus moved by surface transportation as none of the latter was available. As for the broccoli, it is reported to have outsold the surface-transported variety by two to one, even though the price of 35c. per head for the airborne variety compared with 19c. for that shipped by rail." (Slawson)

### Havana Flights

The Cuban government has granted Aerovias Braniff, S. A., permission to operate into Havana, according to an announcement made recently by T. E. Braniff, president of the Mexican airline.

### 178% Gain

The exclusive cargo service of the domestic airlines jumped nearly 178 per cent in 1944 for a total of 10,546, 298 mail and property miles. This mileage was flown mainly on 15 daily scheduled trips, the majority of which are between New York and Chicago and Chicago and the West Coast.

fruits  
aced in  
a other  
e year-  
nsumer  
es re-  
as been  
nce of  
Mich.  
Atlantic  
ar Tire

iences.  
as with  
ifornia  
ght by  
aspara-  
A. & P.  
all ship-  
m Cali-  
on sale

United  
aspar-  
ould be  
aspara-  
ortation  
available.  
orted to  
ported to  
though  
the air-  
19c. for  
(on)

granted  
ession to  
g to an  
y T. E.  
can air

e of the  
arly 178  
10,546.  
s. This  
15 daily  
of which  
Chicago  
ast.

War

ted out  
200,000  
cheduled  
d across  
oreover.  
egic ma-  
is coun-  
postwar

rding to  
the air-  
rgo car-  
time de-  
ntainers  
re, plas-  
l paper  
ous in-  
cargoes

## 'Chute the Works!

THE practicability of dropping fragile air cargo by parachute was demonstrated last month at Trenton, N. J., by the Manhattan Storage & Warehouse Co., New York, in conjunction with the Switlik Parachute Co., Trenton, and the Container Co., New York. China, glassware, radio sets, wine, medicine and phonograph records were dropped by 'chute in various types of containers and landed undamaged, indicating commercial possibilities for cargo safety and feeder airline operations.

BELOW: I. to r., Larry McLean, McLean Parachute Drop Testing Service; E. B. Lockwood, Manhattan Storage & Warehouse Co.; Miss Lotte Switlik and S. W. Severance, Switlik Parachute Co.

BOTTOM: G. F. McKeon, E. B. Lockwood, Manhattan Storage & Warehouse Co., and Tommy Weber, war correspondent and photographer.

CENTER RIGHT: Tom Farrell, Manhattan Storage & Warehouse Co., unpacking fragile vases undamaged after drop.

LOWER RIGHT: I. to r., Messrs. Lockwood, McKeon and Farrell, Manhattan Storage & Warehouse Co.; P. H. Cummings, Railway Express Agency; S. W. Severance, Switlik Parachute Co.; W. H. Llewellyn and L. R. Wyncoop, Railway Express; unidentified man and A. B. Stretch, Switlik Co.



# WHICH . . . ?

## . . . lower airmail . . . or lower air cargo rates?

**The CAB's proposed reduction in the mail rate for the "Big Four" airlines is such that they would receive less than cost for the transportation of mail. Any reduction in the rate paid the airlines at this time for transportation of mail is against the best interests of shippers for several fair and cogent reasons.**

By JOHN H. FREDERICK  
Air Cargo Editor

• • •

SHIPPERs and airlines are anxious to have air cargo rates come down as soon as possible. Up to the beginning of this year it looked as if this time wouldn't be so far off; but on Jan. 1 the CAB took action which may prevent any air cargo rate reduction for a long time. Certainly if the Board is successful in its contentions the result will surely make any air cargo rate reductions less than they otherwise might have been.

Jan. 1, 1945, was the date of the Board's order directed to the four largest airlines, American, United, Eastern, and TWA, to "show cause" why their airmail rates, now at 60c. per ton-mile, should not be reduced to 32c. per ton-mile. Only four airlines are involved in this proposed reduction but it may well be that the Board will later apply the same reduction to other airlines following the precedent set in 1942 when airmail rates were first reduced for the "Big Four" and then for seven others.

ANY reduction in the rate paid the airlines for transportation of mail at this time would be against the best interests of shippers. It would, however, be a good thing for the Post Office Department greatly increasing the enormous profits already realized from airmail.

Table 1 shows that the airmail postage revenues between 1930 and 1944 have exceeded payments to the airlines by more than \$68,000,000. A reduction in airmail rates would have the effect of relieving the Government of all participation in the development of air transportation which would be contrary to the provisions of the Civil Aeronautics Act of 1938.

The Civil Aeronautics Act makes it clear that airmail payments made by the Post Office Department are required to bear a substantial share in the development of air transportation. Section 406 (b) requires the Board to consider:

"... the need of each such air carrier for compensation for the transportation of mail sufficient to insure the perform-

ance of such service, and together with all other revenue of the air carrier, to enable such air carrier under honest, economical and efficient management, to maintain and continue the development of air transportation to the extent and of the character and quality required for the commerce of the United States, the Postal Service, and the national defense."

The words in italics make apparent the intention of Congress that airmail shall participate at least equally with other sources of revenue in the development of the nation's air transportation system. There is no indication that the Government is to withdraw its support merely because an airline or group of airlines have revenues from other sources, and there is nothing to indicate that the travelling and shipping public alone is required to support the nation's program for the development of air transportation.

### Less Than Cost

The Board's proposed reduction in the mail rate for the "Big Four" airlines is such that they would receive

less than cost for the transportation of mail, and less than is received for the transportation of persons and property. Even if cost plus a reasonable return on investment were allowed by the Board, this would be no more than the constitutional minimum which these carriers are entitled to receive. Nothing in such a rule would cover the additional contribution which the Government, under the Act, is required to make to the growth and development of air transportation.

All the airlines have for some time been studying not only reductions in passenger fares but also in air cargo rates. Some reductions have already been proposed or put into effect, such as the American Airfreight rates. These reductions, proposed and actual, have been on the assumption clearly supported by the Board's statements in previous rate case, that the 60c. per ton-mile rate would be the minimum mail rate for the future, and the belief that anticipated non-mail revenue might, combined with the mail revenue derived from such rate, justify giving the public the benefit of reduced passenger and cargo rates.

### Doubt and Uncertainty

The Board's proposed action to drastically reduce mail compensation at this time makes impossible any comprehensive planning for reductions in passenger fares and cargo rates at this time. The pending rate case will keep the future revenues of all airlines in doubt for some months, and if the proposed reduction in mail rate should become effective, the passenger and property rates would necessarily remain higher than they otherwise would be.

The Board knows that the present rate of 60c. per ton-mile and the low overall costs of the Post Office Department for transportation of air mail are due almost entirely to the fact that the leaders in air transportation have intensively developed non-mail revenues and have carried mail in the same aircraft with passengers and property. The Post Office Department has become a beneficiary of greatly reduced pound-mile costs, that non-mail sources of revenue have shared the costs experienced. It hardly needs to be demonstrated that the cost of carrying the same amount of mail would be much higher if passengers and property were not carried on the same plane.

### Long-Range View

Adoption by the Board of the policy of drastically reducing the Post Office Department's participation in the costs of air transportation, at the expense of the travelling and shipping public, would be shortsighted.



portation should bear its fair share of the cost. If any change in present ratios were to be made, it is obvious that airmail should bear a larger share since it is and has been the primary beneficiary of the development of air transportation. Then the airlines would be able to reduce passenger and cargo rates and expand greatly their non-mail traffic. This would eventually, as in the past, rebound to the benefit of the Post Office Department in reducing overall costs. At the same time it would be in accord with the statutory objective of encouraging the development of an adequate air transportation system for commerce, the Postal Service and the national defense.

Airmail compensation is the device adopted by Congress for the encouragement of a proper overall air transportation system. In the past, this device was used to encourage carriers to transport passengers, express and mail on the same aircraft, and when mail compensation constituted the principal source of revenue for the air carriers the governmental authorities did not protest, for such was the original purpose of Congress, with the long-range expectation that non-mail sources would eventually carry their reasonable and fair share. No one has suggested that air transportation has reached full maturity. The Board has many times stated that postwar development will far exceed the development to date.

#### Inappropriate Time

Is the postwar era to be that in which the Board abandons the developmental functions required by The

TABLE I

Comparisons between the amount paid air-mail carriers and the air-mail postage revenue for the fiscal years 1930-1944

Fiscal Year	Payments to Carriers	Air-Mail Postage Revenue	Post Office Gross Profit or (Loss)
1930	\$14,818,232	\$5,272,816	(\$9,345,816)
1931	16,943,606	6,210,345	(10,733,261)
1932	19,938,123	6,016,280	(13,921,843)
1933	19,400,265	6,116,442	(13,283,823)
1934	12,129,960*	5,737,538	(6,392,424)
1935	8,814,296	5,589,534	(3,224,762)
1936	12,104,797*	9,702,676	(2,402,121)
1937	12,936,577*	12,436,579	(499,998)
1938	14,584,257*	15,301,210	716,953
1939	17,020,189	16,326,358	(693,831)
1940	19,425,732	19,122,906	(302,826)
1941	20,687,220	20,920,485	3,233,265
1942	23,473,170	33,417,367	9,944,197
1943	23,308,477	62,816,568	39,510,091
1944	28,558,559***	103,000,000**	74,441,441
Total			\$68,066,442 profit

\* Final adjustment pending at time of report.

\*\* Figure obtained from p. 167, Hearings of Subcommittee of the Committee on Appropriations, House of Representatives, 79th Congress.

\*\*\* Id. p. 15.

Sources: Hearings of Subcommittee of the Committee on Appropriations, House of Representatives, 76th Congress, p. 165; 79th Congress, p. 169.

Civil Aeronautics Act of 1938? Is the Government, at the very threshold of the greatest development of air transportation, to withdraw completely its support? Is the development of non-mail sources of revenue to be hampered from now on by being forced to bear the entire cost of expansion of the air transportation industry for the benefit of airmail and the Post Office Department? On the other hand, the Act requires continued aid and support from airmail compensation until full development of the nation's air transportation system has been completed.

Certainly, this is most inappropriate time for reducing governmental

support for the air transportation industry.

The Board states, in its order of Jan. 1, 1945, that a reason for the 60c. per ton-mile rate put into effect for most airlines in 1942 was the "considerable uncertainty as to whether the heavy loads then being carried would continue." If there was uncertainty at the time this rate was set, there is far more uncertainty now. The duration of the war is most uncertain. The economic effect of the end of the war on air transportation is not known. A great decrease in travel, at least for a time, may well be anticipated. The recession of enormous war expenditures and activities may result in a slump which would have as one of its first effects a great curtailment of business and recreational travel.

TABLE 2

CAB Allocation of Common Carrier Expenses to Mail Services in 1942 and 1944

	EASTERN		AMERICAN	
	1942	1944	1942	1944
Total Revenue Load (lb.)	3,424	4,257	3,571	4,276
Average Mail Load	397	626	338	675
% of Mail to Total	11.30%	14.71%	9.46%	15.43%
Total Expense	\$7,146,207	\$16,252,000	\$17,043,844	\$34,949,000
Expense Allocated to Mail	\$88,375	\$1,699,000	\$1,129,465	\$3,867,000
% of Mail to Total	8.2%	10.5%	6.6%	11.1%
Total Expense Per Ton Mile	35.2¢	38.43¢	38.8¢	39.34¢
Mail Expense Per Ton Mile	25.6¢	25.89¢	27.2¢	28.21¢
	T. W. A.		UNITED	
	1942	1944	1942	1944
Total Revenue Load (lb.)	3,490	4,461	4,034	4,469
Average Mail Load	478	901	742	1,295
% of Mail to Total	13.70%	20.21%	18.39%	28.97%
Total Expense	\$10,939,639	\$22,974,000	\$14,134,358	\$27,852,000
Expense Allocated to Mail	\$1,122,498	\$3,308,000	\$1,994,073	\$6,108,000
% of Mail to Total	10.3%	14.4%	14.1%	22.1%
Total Expense Per Ton Mile	42.0¢	40.72¢	35.8¢	35.83¢
Mail Expense Per Ton Mile	32.8¢	29.02¢	27.4¢	27.30¢

Source: 1942 figures are derived from Decisions of the CAB establishing the 60c. per ton-mile rate for the carriers in question based upon 1942 operating results. 1944 figures are derived from "Show Cause" orders of the CAB recently issued to the carriers in question.

#### Expansion Programs

At the same time, the airlines are faced with the need for scrapping present aircraft and obtaining new equipment five times more expensive than that in present use. Nearly all the existing airlines are now entering into a broad program of local service for cities on their present systems, and inclusion on their systems of many small cities in their general territory. Assuming continuance of the 60c. per ton-mile rate, such services will be rendered by the trunk airlines at a small part of the suggested mail rate of 25c. per plane-mile involved in many feeder line applications. The four largest airlines, as well as several others, are planning extension into international air transportation, at rates and fares much less than those prevailing in the international field heretofore.

The Board frequently has stated the desirability that the airlines experiment and develop new types of-

aircraft, other equipment, services, and procedures. This experimentation is considered necessary not only in the interests of commerce and the Postal Service, but also in the interest of national defense in order that this nation may have available a large reservoir of equipment, personnel and production facilities. At the very time which offers the greatest opportunity, indeed necessity, for experimentation of all kinds, the Board cannot consistently withdraw all governmental support for such experimentation and development.

Faced with such a policy on the part of the Board and with the uncertainties inevitable in postwar years, the airlines would certainly be forced to adopt most conservative practices, risking no more capital in new ventures and new equipment than absolutely necessary. This surely would not be in accordance with the broad developmental program envisaged by the Civil Aeronautics Act.

### Must Know Now

It may be suggested that the Board can later increase mail rates if conditions after the war so dictate. That is no solution to the problem. The airlines must make plans now, they must do their financing now, they must build up reserves to meet future emergencies now. No airline could safely do anything now on the assumption that the Board would raise its mail rate at some future time. The very existence of the present proceeding indicates that there is no assurance of consistency in future rate policies of the Board.

Moreover, even if the Board should start a proceeding upon the happening of some event threatening the stability of the industry or of a particular carrier, the proceeding would take months for decision and the future would be shrouded in doubt until the Board's final order was handed

down. The industry cannot advance under such hand-to-mouth policies. Enterprise and initiative cannot function when industry is compelled to rely on inconsistent rate-making policies of an administrative agency of the Government.

The Board's proposed reduction in mail rates is also objectionable on the grounds that the proposed rate would be less than the constitutional and statutory minima for the service rendered by the airlines in transporting the mail.

### Three Contentions

The airlines contend that the Board's proposed allocation of expenses between mail and non-mail service is improper since: 1., no allocation is feasible in view of the overlapping character of the services rendered; 2., no account has been taken by the Board of the extraordinary expenses occasioned by the necessity for handling mail and giving it priority over other traffic, and 3., no account has been taken of the value of the airmail service to the user. (See Table 2.)

However, even if allocation were possible, it is apparent that there is no justification for a reduction in the mail rate at this time. The 60c. per ton-mile rate was adopted by the Board as a "service rate," and was based on an allocation of costs similar to that proposed by the Board at this time. In its 1943 Annual Report the Board described this rate as follows:

"This rate of 0.3 mill per pound-mile (or 60c. per ton-mile) was adopted as the so-called "service rate" appropriate at that time and was fixed after allocation of expenses and investment between commercial and contract services and further allocation of expenses and investment in commercial operations between mail and non-mail services."

From this quotation it is clear that the 0.3 mill rate is the statutory minimum in cases where an airline is

found by the Board to have reached "self-sufficiency" or to have no "need" for subsidy. The Board has so stated on many occasions. Since that minimum rate was based on the allocated costs at the time it was established it is clear that it cannot be reduced until such time as costs have been reduced.

For example, in Eastern's rate case in 1942, the Board estimated that company's cost of operation at that time as 60.28c. per plane-mile. In its statement of Jan. 1, 1945, the Board estimates Eastern's costs at 77.55c. per plane-mile. With increased costs of over 17c. per mile, there is obviously no justification for a reduction in any rate based on allocated costs for this company particularly when the Board's method of allocation results in a forecast of higher costs allocated to the mail service.

### Not Consistent

It seems apparent from the Board's statements accompanying its "show cause" orders addressed to the four airlines that the proposed reduction is not based on reduced costs, but on the fact that these companies have had "extended experience which continues to show heavy loads, sustained high profits."

In other words, the Board appears to be using its mail rate powers to reduce non-mail profits, not simply to determine the "fair and reasonable rate" for transportation of mail. There is certainly no justification in the Act for such an approach to rate making. Moreover, such approach (being based on non-mail revenue) is completely inconsistent with the Board's use of "allocated costs" as a basis for fixing the mail rate.

### Comparison With Railroads

The proposed reduction seems all the more unfair when one considers what the railroads are paid for carrying mail. The 1942 Cost Ascertainment Report of the Post Office Department shows that the railroads are paid at a rate of over 28c. per ton-mile for the space used in the transportation of first class mail. Certainly a rate of only 32c. per ton-mile for air transportation is out of line in view of the much higher operating costs of the airlines and the higher rate (twice as much or more) paid by the public for the rapid transportation service offered by the airlines, and in view of the fact that all ground costs of the Post Office Department are more than covered by the 3c. first class mail rate, leaving the entire 3c. airmail premium to cover air transportation costs. Two cents of the present 8c. airmail postage rate is a tax and so not considered in this comparison.

Assuming that reasonable rates are (Continued on Page 111)

TABLE 3  
First Class and Air Mail Revenues and Expenses

First Class Mail			
Fiscal Year	Revenue	Expenses	% of Profit
1938	\$389,042,296	\$259,017,743	50.2%
1939	400,488,181	263,441,993	52.0%
1940	413,073,108	267,476,450	54.4%
1941	432,208,246	278,431,234	55.2%
1942	469,486,471	283,400,367	56.8%

Air Mail				
Fiscal Year	Total Revenue	Revenue from 3¢ per oz.	Allocated Expense	Post Office Profit on 3¢ per oz.
1938	\$14,564,257	\$7,282,129	\$7,124,105	2.2%
1939	16,326,358	8,163,179	7,867,655	3.8%
1940	19,122,509	9,561,453	8,916,027	7.2%
1941	23,920,465	11,980,233	10,498,391	14.0%
1942	33,417,387	16,708,094	13,619,648	22.7%
1943	62,818,868	31,409,284	21,154,731	48.5%

Source: Post Office Department, Cost Ascertainment Reports.

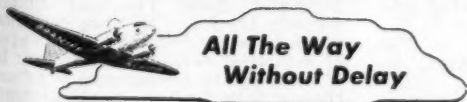
## What **BRANIFF** Means



## On Your International **AIR EXPRESS**

### Shipments to or from Mexico

Free pick-up and delivery... low rates... no necessity for "in bond" shipments... immediate, in-transit customs clearance at Laredo, largest, most complete port-of-entry to and from Mexico... paper work reduced to a minimum... an efficient, streamlined air cargo service between all points in the United States and Mexico.



CALL YOUR LOCAL RAILWAY EXPRESS AGENCY FOR THE BRANIFF SHIPPER'S LETTER OF INSTRUCTIONS AND TO PICK-UP YOUR SHIPMENT... NO DELAY ENROUTE

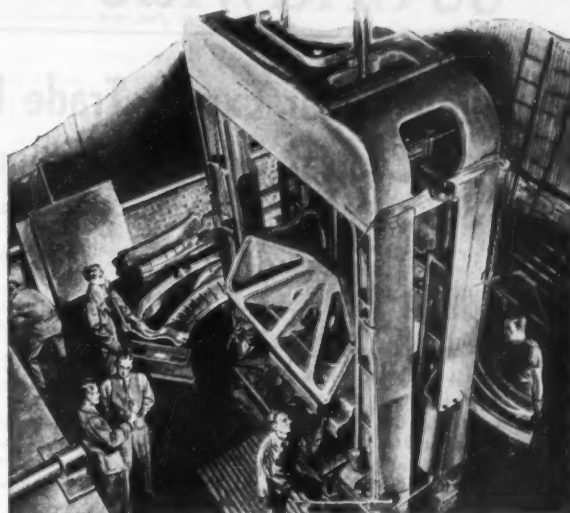
For Memorandum Tariff and Further Information, Write

## **BRANIFF AIRWAYS**

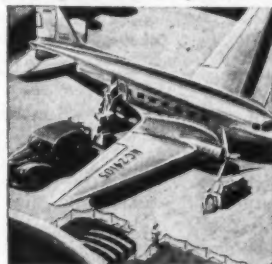
General Traffic Office, Love Field, Dallas 9, Texas

State Your Mexican Shipments via Braniff International Air Express Service

## Air Express Saves \$2,000 For Texas Plant — Cost \$180



**2 P.M. TUESDAY** — Drop-hammer press breaks down in Texas war plant. Nearest replacement part is in the East, over three normal shipping days away. To avoid costly shutdown, the manager telephones for a new part via Air Express, even though the part weighs 250 pounds.



**7 A.M. WEDNESDAY** — Replacement part lands at Texas airport. Air Express charges were \$180. But manager figures a saving to the plant of three precious production days and a saving of \$2,000 in overhead by avoiding a shutdown.



**FIGURE IT OUT** yourself. How much would it cost you per day if your business — or a part of it — came to a standstill for lack of essential parts or material? Remember, the nation's inventory is within hours of your door, via Air Express.

### Specify Air Express — Low Cost for High Speed

25 lbs., for instance, travels more than 500 miles for \$4.38, more than 1,000 miles for \$8.75, more than 2,000 miles for \$17.50, at a speed of three miles a minute — with cost including special pick-up and delivery in all U.S. cities and principal towns. Same-day delivery between many airport towns and cities. Rapid air-rail service to 23,000 off-airline points in the United States. Direct service to scores of foreign countries.



Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION  
Representing the AIRLINES of the United States

When writing advertisers please mention D and W

D and W, June, 1945—39



# Distribution Worldwide

Reg. U. S. Pat. Off.

● Road to enduring peace is three-laned. Political relations among nations; flow of development financing; and the main traffic of trade. All must be kept in good repair, but trade is the balancing or middle lane.

Clark H. Minor, Executive Chairman  
International Economic Policy Committee

## 5-Billion Dollar Export Trade Held Logical Goal for Export Planners

Speaking before the New York Sales Executives Club recently, Arthur Besse, president, National Assn. of Wool Manufacturers, declared that postwar planners should be satisfied with about a \$5,000,000,000 export trade, close to the 1929 peak level, if this country is not to court ill will.

Saying that State Department and other promises of a \$10,000,000,000 export trade after the war for the U. S., should be "debunked," he further declared that such a level would mean huge economic losses here, and eventually build general world distrust in us. Exports approaching any such value, he added, would mean that we would be donating extensive quantities of merchandise, a large part of which never would be paid for.

Mr. Besse stated that the Bretton Woods proposals are insufficient to assure the United States a \$10,000,000,000 annual export trade, for "if this country cannot eventually achieve a balance in international trade, the system breaks down and the credits extended will merely have postponed the evil day."

Suggesting that the country be satisfied with an annual export trade of around \$5,000,000,000, coupled with imports of \$4,000,000,000, Mr. Besse said such a position could be maintained indefinitely, as "the balance will be accounted for by foreign travel and the other so-called invisible items."

If this country tries to keep pushing export figures higher, he said, "we will go down the old road once again. Struggling to maintain our sales abroad we will accept gold, bonds, IOU's and all kinds of obligations, only to find that we end up by giving our exports away because we forgot that the real purpose of foreign trade is to exchange our own goods for something which we did not already have."

"Perhaps our best contribution to international peace and cooperation would be made by a policy of being satisfied with a modest share of the world's trade, a normal trade which will meet our actual needs. We should not try to grab it all. The world will distrust an economic colossus or an economic tyrant as quickly as it will distrust a military one."

### Inflation Warning

Stating that inflation would be the "inevitable result" if the U. S. finances a post-war export boom while still short of goods, Gen. Leonard P. Ayres, vice president, Cleveland Trust Co., before the House banking and currency committee, declared that after the first world war "we financed an export boom while we were still short of goods, and brought on inflation here, followed by depression."

"Our other economic error," he said, "was that we sent, and lost, billions of dollars in supporting weak foreign exchanges of nations that had not yet made serious efforts to put their economic affairs in order following the war."

General Ayres urged the committee to review past experiences in its consideration of the Bretton Woods monetary agreement.

### Plane Size Change

Airplanes which will be used in Canada for main transcontinental service after the war will be over four times the size of present Trans-Canada Air Lines planes, says J. T. Dymont, T.C.A. superintendent of engineering.

## International Trading Administration Head Discusses 'Know-How' in Trade

American exporters who are going out to capture postwar foreign trade should not overlook the importance of exporting a large volume of "American know-how," Elliott S. Hanson, president, International Training Administration, Inc., Washington, D. C., declared at the convention of the American Road Builders Assn. in Chicago, Ill.

This "know-how" he described as "the accumulated practical technical and professional experience of American industry." "It has," he said, "come to be a real commodity." Many times a few dollars invested in sharing American "know-how" overseas has returned in the form of a welcome export order. Those companies which for years have shared their "know-how" with other countries, he added, have found their foresight well repaid.

"Perhaps as a nation," he con-

### Colombian Industrial Prospects Surveyed

In furtherance of a broad economic development program in Colombia, a preliminary industrial survey is planned by that country with the collaboration of engineers of the Inter-American Development Commission and the Colombian Instituto de Fomento Industrial.

The study is expected to include the possibilities of further developing economically such resources as hydroelectric, iron and steel, textiles, chemicals and fertilizers, and mining as well as transportation, all of which are important to a well balanced economy in Colombia.

### Mexico Plans Equipment Purchases

Mexico's long-range industrial requirements, estimated at approximately \$383,000,000, will require extensive purchases of capital equipment abroad, it has been reported by the Mexican-American Commission for Economic Cooperation.

Projects in the long-range development program include mainly irrigation, power, textile, iron and steel, chemicals, water and sanitation, non-ferrous metals and pulp and paper. Mexico for some time has been engaged in basic long-range development of irrigation, electric power and transportation to stimulate trade and industrial growth.

tinued, "we are now beginning to grasp what other countries, old timers in international trade, long ago found to be sound business practice. Experience taught them two cardinal principles. First: The most fruitful markets are found in those countries which have reached the higher stages of industrial development. Second: It is axiomatic that consumers buy from those suppliers whose standards, techniques and customs they know the best."

"The veteran exporting nations have systematically saturated overseas markets with their practices and methods through carefully planned channels of distribution. They have helped the importing nations to industrialize and raise their standards of living. The importing nations have reciprocated by spending their increased national income with their good friends who helped them to become wealthier." (Slawson)

## Petroleum Cartels Under Senate Scrutiny

Cartels in their relation to world oil trade came under investigation recently in Washington, D. C., by a special senate committee on petroleum resources. Senator O'Mahoney (D., Wyo.) is chairman of the committee, which is investigating such matters as restrictions on production, transportation, and marketing, and the question of immunity under anti-trust laws where oil companies follow recommendations approved in advance by the government.

Other subjects of discussion include new sources of oil in the United States, the relationship of the integrated company to the independent company, postwar disposal of pipelines, refineries and tankers, domestic petroleum requirements, and American oil interests in foreign countries.

"It will be the purpose of the committee," Senator O'Mahoney declared, "to determine the area of agreement among all interested government agencies and groups with respect to fact and policy, and then to concentrate public attention upon the consideration of such divergencies of view as may appear."

## Imports, Not Exports Expected of India

Speaking before the International Trade Section, New York Board of Trade, recently, Clayton Lane, director of war economic operations with the American Mission at New Delhi, India, stated that it would be "unrealistic" for American exporters of products not essential to Indian industrial development "to indulge extravagant ideas" about the market.

"It would also be unwise to conclude that the Indian market will shortly after the end of the war present great opportunities for a multitude of American products," he said. "It seems to me very likely that any government at New Delhi will be under enormous popular pressure, for decades to come, to minimize imports of anything that can be made in India or which would diminish the foreign exchange available for importing machinery and materials for the manufacture in India of anything."

"Any government, whether its officials are British or Indian, may be expected to adhere in both principle and practice to very tight import controls as an unavoidable aspect of the economic planning which has as its major objectives expansion of industry and rehabilitation of agriculture. It may nevertheless be expected that both official and private planners and importers will use every cent of dollar exchange they can get to buy American products and advice."

# Fiscal Experts Dispute Worth Of Bretton Woods Talks

*While DandW is not prepared at this time to lend editorial support either to the proponents or the opponents of the Bretton Woods proposals, we feel that the international monetary arrangements are of great interest to those concerned with world distribution. Therefore, we are presenting this favorable analysis of the work of the conference by Joseph A. Jones, executive director of the International Economic Council, to complement the critical analysis by George F. Bauer, international consultant, carried in last month's issue.—The Editor.*

SINCE last July, world trade experts have been trying to evaluate proposals made at the international monetary conference held at Bretton Woods, N. H. Unfortunately for the businessman with a stake in postwar world distribution, the experts have been reaching different conclusions.

Sharply at variance with the viewpoint expressed by George F. Bauer, international consultant (see *DandW*, May, 1945, p. 55) was the opinion voiced recently in Chicago by Joseph A. Jones, executive director of the International Economic Council. Mr. Bauer decried the conferees for not following the "hard but right" path toward stability by recommending the adoption of a rigid gold standard.

Mr. Jones, on the other hand, maintained that the Bretton Woods stabilization fund would have the same stabilizing effect upon the monies of the world that the Federal Reserve system has upon our national currency.

Wild, speculative fluctuations of world currencies would be curbed by the Bretton Woods proposals, he said. This would lead to increased confidence in the monies of the world, and to the promotion of trade between nations.

## Full Employment

"The stabilization fund," he explained, "means full employment for the world's workers and steady markets for the world's farmers and businessmen. Stable money will mean stable governments after the war."

Jones recalled the message from the late chief executive which stated: "The cornerstone for international political cooperation is the Dumbarton Oaks proposals for a permanent United Nations. International political relations will be friendly and constructive, however, only if solutions are found to the difficult economic problems we face today."

"The cornerstone for international economic cooperation is the Bretton Woods proposal for an international monetary fund and an international

bank for reconstruction and development.

"The proposals are evidence that the economic objectives of the United States agree with those of the United Nations.

"What they need and what we need correspond. Expanded production, employment, exchange and consumption—in other words more goods produced, mean more jobs and more trade. That in turn will mean a higher standard of living for us all."

"Those are the objectives," Jones added, "but the key to all of it is 'the higher standard of living' phrase. When you translate that into mathematics, you will see an economic accomplishment."

"There are about 2 billion people in this world, and that figure includes not only the 140,000,000 or so Americans, but 400,000,000 Indians, about as many Chinese, the hundreds of millions in central Europe."

## Increased Sales

"If their living standard is raised it can mean only one thing to American industry; increased sales of automobiles, machinery of every type, clothing, food, and just about any exportable product."

The council director reviewed the objectives of the proposals, declaring that one calls for establishment of a world bank for reconstruction, while the other is intended to create a monetary stabilization fund.

Purpose of the bank is both reconstruction and development. Loans are allowed to countries in need of credit, even though they have not been ravaged by war, he pointed out, adding that a restriction on use of the bank's assets is that a lending ceiling of \$10,000,000,000 has been established, thus making its credit equal to its capitalization.

"The bank's objective," he said, "is to facilitate and make secure wide private participation in loans to other nations. As confidence returns after the war, private investors will participate more and more in foreign lending and investment without government assistance. But to get over the first crisis, loans and guarantees by agencies of the government will be needed. The bank will supply this."

## Purpose of Fund

"On the other hand, the purpose of the fund is to stabilize exchange rates and thereby open the channels of trade throughout the world. As proposed by United Nations experts, members of the fund agree to deal in other members currencies only at par plus a 1 per cent margin on spot transactions, or at a rate to be set by the fund."

# Army Training Films for Mechanics Should Be Valuable to Industry

By Lyne S. Metcalfe

• • •

**G**RADUALLY films of various types which have served successfully in various wartime personnel training programs are being made available to industry, and an increasingly large number of these deal with the fundamentals of motor vehicle care and repair.

For instance the fleet owner now may make use of four subjects which form part of a series of 79 subjects with a total of 5,598 individual teaching pictures, that is, special photographs, drawings, charts, diagrams and other pictorial exhibits to speed up instruction of apprentice-mechanics for the motor vehicle service shop.

This is the series of slidefilms which has been used successfully in the Armed Services and in the PIT (pre-induction) training programs which are part of the High School Victory Corps activities.

One of these subjects especially should be of direct interest to most fleet service shops, a 63-picture film titled, "Cab-Over-Engine Trucks" the purpose of which is to help train the mechanic in servicing this unit which, as is well known, presents certain special problems.

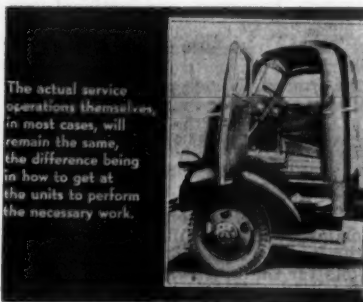
Another subject available contains much procedure information of general use in the fleet service shop, in two parts, "Turret Tops"—Part I—repair, and "Turret Tops," Part 2—replacement. Still another in this series deals with "Major Body Repairs."

Of course, just at this time when thousands of vehicles are going off the road every week, when care and repair become a matter of growing importance, any helpful training material which will aid the foreman in preparing new service shop recruits is worth attention.

**The cab-over-engine film:** This slide film is of the "discussional" type, that is, a strip of 35 mm. safety motion picture film with a picture on each segment or frame, all arranged in progressive sequences, with letterings superimposed on the film and projected on picture screen, wall or shop ceiling to amplify the meaning of the visual material.

Most truck service shopmen know very well the special servicing problems presenting in tackling a cab-over-engine job. It is pointed out in the beginning therefore, that servicing a truck of this type involves many variations in procedures, that it is mainly in knowing how best to "get at" each unit you want to service or repair. A beginning is made, it is revealed, with the removal of the engine cover, then proceeding to specific servicing jobs. Lubrication is stressed, then going on to the proper method of filling the crankcase, checking engine oil, starter, motor distributor and lubrication of minor parts.

Following sequences portray proper



The actual service operations themselves, in most cases, will remain the same, the difference being in how to get at the units to perform the necessary work.

procedures in tappet adjustment, access to sparkplugs, ignition distributor, coil, fuel pump and engine tune-up. It is then shown how to get at the service manifold, cooling system, clutch and transmission units, axles and brakes, steering knuckle. Also pictured are front and end angle schedules (a) caster (b) camber (c) king pin inclination and (d) toe-in and finally checking of the electrical system.

With respect to the companion films, which are of the same general type, they bring valuable procedure of general application in making major body repairs:

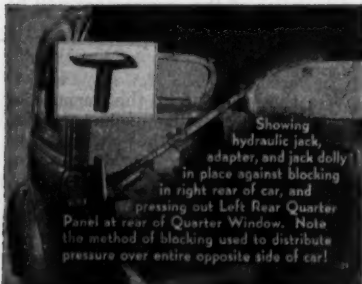
**Turret Top—Part I:**—This subject pictures in detail, special problems which the mechanic has to face in undertaking the repair of a turret top which has been damaged in one way or another. The aim of the film is to reduce the time necessary to execute this job by giving, visually, proper procedures designed to save time and cost. For this purpose, a total of 10 teaching pictures are provided.

**Turret Top—Part 2:** This deals with replacement, where the turret top has been found too far damaged to warrant repair. First, removal of the old top is shown and explained then installing a new one and bringing the complicated job to a successful conclusion.

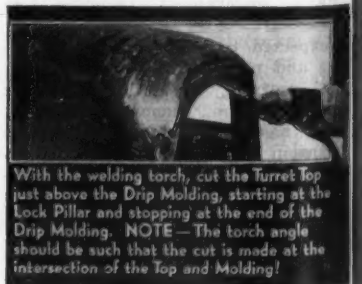
**Major Body Repairs:** This film has been successfully used as a supplementary visual teaching tool in the Armed Services for speeding up classes in body damage repair, on vehicles of all types. For instance it shows and explains how to measure the damaged car body to "square it up," roughing out of the inner frame work, further roughing out, finish bumping operation, etc., a total of 67 pictures.

Methods of using these films vary somewhat as follows:

- a—Pre-teaching, to acquaint beginners with tools and purposes before shop trial or demonstration.
- b—As procedure patterns in the shop, and as "refresher" material for experienced mechanics.
- c—For individual study by students or apprentices in connection with lecture or manual learning.



Showing hydraulic jack, adapter, and jack dolly in place against blocking in right rear of car, and pressing out Left Rear Quarter Panel at rear of Quarter Window. Note the method of blocking used to distribute pressure over entire opposite side of car!



With the welding torch, cut the Turret Top just above the Drip Molding, starting at the Lock Pillar and stopping at the end of the Drip Molding. NOTE—The torch angle should be such that the cut is made at the intersection of the Top and Molding!





© 1945 The Studebaker Corporation

## *Safety first* is the watchword of America's hard-working truck drivers

**DO YOU** realize what a set-back it would be to America at war, if the millions of trucks on our streets and highways were to stop running for just one business day?

Those trucks don't stop running—they keep rolling along, safely and reliably, because the patriotic Americans who drive them know that record-breaking war production would be bottle-necked without the dependable, adequate transportation that trucks provide.

That's one of the reasons why the truck drivers of the nation—owners as well as employees—make "safety first" their watchword more than ever right now.

America's hard-working truck drivers know that new truck production is drastically restricted. They know that a truck disabled by an accident may put a crimp in the steady movement of supplies to the fighting fronts—not to mention retarding essential deliveries here at home.

Even in peacetime, truck drivers had every right to be proud of their excellent record of keeping out of accidents. Under the severe demands of wartime, they are making that record something of which every American can be proud.

As one of the oldest manufac-

turers of highway vehicles, Studebaker extends its congratulations to America's truck owners and truck drivers.

Studebaker believes that safe, sensible driving—combined with careful maintenance—will do most to keep the nation's sorely needed motor trucks on the job.

**Studebaker**  
PEACETIME BUILDER OF  
FINE CARS AND TRUCKS

Wartime builder of Wright Cyclone engines for the Boeing Flying Fortress—  
heavy-duty Studebaker military trucks—  
Weasel personnel and cargo carriers

# Rail-Sponsored Toll Plan

**CURRENT proposals to levy a federal toll on commercial users of public highways, waterways, and airports are of great interest to all concerned with distribution, and of vital importance to those engaged in transportation. The affirmative stand**

**on this controversial issue is taken by Gustave Metzman, president, New York Central system, who points to the fact that railroads are the only carriers which have paid for the establishment and maintenance of their right-of-way.**

## Rodgers Resents Accusations Made by Railroads

**O**PERATORS of motor trucks are becoming increasingly resentful of careless and unsupported charges made by railroad executives indicating that motor transport is subsidized. It is about time to call a halt to the disseminating of this kind of misinformation, and to ask that those making such charges back them up with more than opinions," declared Ted. V. Rodgers, president, American Trucking Assn., in a special statement for *DandW*.

"There has been but one exhaustive, impartial and unanimous survey and study of this whole question of who in transportation has been subsidized. It was made under direction of the late Joseph B. Eastman under the title 'Public Aids to Transportation.' and its findings were announced officially in Washington, D. C., Apr. 15, 1945.

"Covering the years 1921-1932 as the first period, and the years 1933 to 1937 as the second period, this official government study showed that for the first 12-year period, motor vehicles should have paid \$6,024,533,000 but actually paid \$6,132,933,000. For the next five years, they should have paid \$4,474,812,000 but actually paid \$4,751,773,000. 'The net result', says the report, 'was a finding that in the period 1921-32 payments exceeded assignable costs by \$108,400,000. The corresponding figure for the period 1933-37 was \$276,961,000 and the total for the entire period 1921-37 \$385,360,000.' And since the favorite target of railroad subsidy propaganda is the for-hire truck, it might be noted that Mr. Eastman found that trucks more than paid their share of highway costs by as much as \$287 per vehicle on the largest for-hire vehicles.

"If highway users had been given

credit for special gasoline and other excise taxes levied against them by the federal government or for large sums diverted to non-highway purposes by the state governments, the overpayments for 1921-37 would have been increased by two billion dollars.

"Gustave Metzman, president, New York Central system, has in the past six months distinguished himself as one of the most vocal of those telling the public that the competitors of the railroads are not paying their way. In talks in Detroit, Chicago and Cleveland, he has so far utterly failed to offer the slightest proof of the accuracy of charges levied against motor truck operation. The four-volume study of Public Aids to Transportation is available to him, and it indicates that while railroads have been subsidized, motor transport has overpaid.

"Mr. Metzman and other railroad spokesmen keep referring to the amounts expended by railroads for maintenance of right-of-way, and comparing these sums, plus their taxes, with amounts paid by highway users.

"Two things should be kept in mind about this form of reasoning:

"1. Railroads do pay taxes upon their rights-of-way, and do pay substantial sums to maintain them, but the fact must not be overlooked that the railroads own such rights-of-way. It is no more strange or unique that they should maintain them and pay taxes upon them than it is for any property owner to do the same thing.

"Over these steel rails the railroads operate largely as they please. They have the exclusive right to the use of this property. They post, and enforce, 'No Trespassing' signs. They load their cars as they please, building their cars and engines as big or

as small as they want to, and they run their trains at their own chosen times and completely under their own direction.

"They are masters of this property. Our legislative bodies have given them the right of eminent domain. Condemnation is carried out in their interest. Not long ago they tried to block critically needed pipe lines, invoking their right of eminent domain. Why shouldn't they pay taxes on their own property, a physical asset

## Metzman Asks

**T**O give railroads equality of competition, Gustave Metzman, president of the New York Central system, proposed that "fair user charges and tolls" be levied by the government to make highways, waterways, and airports self-supporting. Unless such equality of competition is established, he said, he did not know "how long the railroads can get along without public aid and still provide the service the nation needs in peace, and maintain a plant immediately available in case of war."

Speaking before members of the Union Club and Transportation Club in Cleveland, recently, Mr. Metzman pointed out that American railroads have invested \$18,800,000,000 in providing their own roadway, and must maintain it at an average yearly cost of \$1,325,000,000. In addition, taxes on the roadway are estimated at \$340,000,000 yearly.

"On the other hand, the treasuries of our federal, state, and municipal government have almost wholly provided the roadways and fixed facilities used by the railroads' competitors," he declared. "I most emphatically do not advocate subsidies in behalf of the railroad industry from any source.

# an Draws Air, Truck Protest

**O**PPPOSED to Mr. Metzman are Stuart G. Tipton, acting head, Air Transport Assn., and Ted. V. Rodgers, president, American Trucking Assn. Mr. Tipton maintains that tolls on air facilities would be detrimental to the development of public trans-

portation, while Mr. Rodgers quotes statistics to prove that truckers more than pay their share in highway development and repair. DandW, in presenting herewith both sides of the story, invites the comments of its readers.

upon which they can, and have, borrowed money to suit their own purposes?

"2. Now consider the motor carrier. He pays huge taxes, \$500,000,000 a year for the maintenance and building of these highways but he doesn't own them. He is not allowed to operate at all on some of them. He cannot operate on his own terms on any of them. Height, weight, length, speed and operating conditions are

(Continued on page 110)

## asks a Federal Toll

It is simpler, and much sounder from the standpoint of our free enterprise system, to put public investments in all transportation on a self-supporting basis."

In post-war years, he continued, the railroads will rise to new standards of service and convenience only if they are "allowed a clear track of progress and are not constantly slowed by caution signals of uneconomic competition. Railroad men do not fear the outcome, if the winner of the competitive struggle is to be the one who serves his customers best. That is the only green light they ask—that is, competition in the American tradition."

Mr. Metzman described ships, barges, trucks, buses, automobiles and airplanes as "important and useful tools of transportation . . . valuable in independent operations and . . . valuable in co-ordinated operations with railroads," but he maintained that "railroads cannot be expected to compete on unequal terms with these new agencies of transportation. This would be like the boxer with one arm tied behind his back. Your railroads will suffer, and the American people will suffer, if these conditions are not righted." (Kline)

## Tipton Calls Toll Proposals Harmful to Nation

**E**XACTION from the airlines of any additional special levy for the use of airports and other airway facilities would be directly counter to this country's successful development of public transportation, declared Stuart G. Tipton, acting head of the Air Transport Assn. of America, in a special interview for DandW.

Discussing measures in Congress, involving questions of airport use, he pointed out that throughout our history the federal government has expended large sums of money for public improvements, including waterways and harbors, railways, highways and, most recently, airways.

"The purpose and result of these expenditures," Mr. Tipton said, "was to improve communications throughout the U. S., thereby fostering social and economic progress. In no sense could the appropriations have been justified to promote the private interests of the carriers, of whatever type. The country's general welfare was the sole criterion and the Federal Coordinator of Transportation, in an exhaustive study covering all fields of transportation, concluded that: 'Basically, the aids were of an identical character.'

"Airports not only serve the community; they serve the nation, both in time of peace and war. Federal participation in the development of a national network of airways, including all the aids to aerial navigation that go with it, is no different from the government's completely accepted responsibility in providing safe harbors, waterways, and highways.

"By the very nature of air transportation, the airlines cannot have an exclusive right of way, but must use airports and airways in common with all types of aircraft, whether civil or

military. In 1944, of the total use of the federal airways, air carriers accounted for only about 9 percent. Even before the war, in 1938, 14 U. S. Army Air Corps Reserve units, 15 National Guard units, 4 Coast Guard bases and 7 Naval Reserve units were situated on civil landing areas. In

### Thompson Opposes Tolls

The stand of the American Waterways Operators on the toll question, as expressed by Chester C. Thompson, president of the group, arrived too late to be included in this issue.

However, Mr. Thompson opposed the toll proposals in an address before the conference on "Transportation in War and Peace" at Brookings Institution, Washington, D. C., recently. His views will be carried in a later issue.

addition, practically every major municipal field was being used in military training maneuvers of one kind or another.

"Sharing a public facility as they do, the airlines must conduct their operations accordingly, as a standard practice submitting to traffic control for the common benefit of all kinds of aircraft. And for their share in the use of the airports, far from being 'subsidized' as some people seem to think, the airlines are willing to and do pay substantially. They deal with the municipality or other sponsoring agency of the airport on a strictly business basis, usually under lease.

"The airlines rent space in the ad-

(Continued on page 110)



# Cost Factors in Distribution

**Too often distribution is thought of only from the viewpoint of consumption of finished stocks. Actually, it also embraces the movement of raw material on its way to be converted into finished goods. When management as a whole grasps this fundamental then real progress will be made in lowering the cost of over-all distribution. It is the reduction of this cost for which ways and means must be found.**

By HENRY G. ELWELL  
Traffic Consultant

ONE of the most important and intriguing problems ever to confront management, in industry and other spheres of business, is that of finding ways and means to reduce the cost of distribution, more particularly in relation to transportation. Transportation has been going on ever since pre-historic man learned to move things about.

At first each man acted solely in his own behalf, giving no thought nor attention to the needs of anyone else. He gathered the wild fruits, berries, and herbs, and hunted and killed such animals as he might require for food and clothing. Movement of material entered into these various labors, hence transportation was involved. Transportation, but distribution because there was no allocating of goods to outside parties. The individual produced, made, and kept all effects for his own use only. Labor may have added utility, but not service value.

## Origin of Distribution

As time passed the individual united with others and the tribe came into being. Here, in a crude way, appeared collective operations. Some would gather the raw materials, others would process the materials into finished articles, and still others would parcel out the processed things. Transportation was interwoven with these performances and it became a

factor of significance. Distribution "peeked over the hills."

Then the tribe began to know other tribes, wares were available for exchange, and with the transporting of such wares, from tribe to tribe, distribution started. Under this mode of life groups of men, for instance, hunted, killed, and skinned fur-bearing animals. Other men dried and tanned the skins. Still other men took the skins and made them into garments, etc. Finally, a fourth group transported the finished products, perhaps to what we today designate as wholesalers, or to the ultimate user. Here we have the sequence of producing, semi-processing, manufacturing, and transportation, thus bringing forth financing, marketing, warehousing, exchanging, etc. All together they spell "distribution."

## Transportation Costs

In passing, it should be noted that not only at the close, but also between each action mentioned in the preceding paragraph, movement was required. In other words, transportation was necessary. This in itself

points to the importance of transportation.

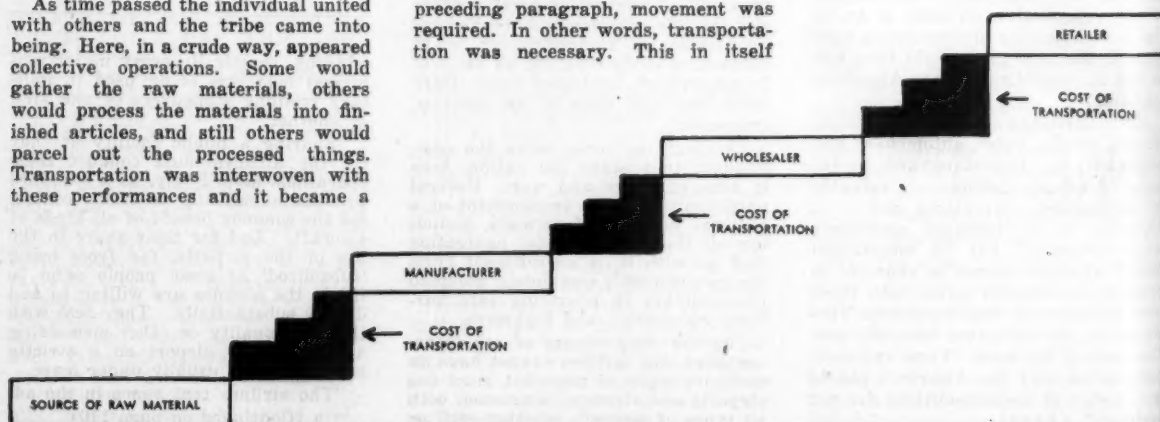
Transportation adds to the price of goods because it adds transportation costs to the other costs, and these transportation costs ought to be studied for the same reason that other costs are studied, namely, for the purpose of seeing if and how they can be reduced.

## Over-all Distribution

In these modern times, distribution, on a nation-wide or international scale, consists of a series of steps commencing with "the movement of the raw materials from points of origin on through production ending only when the finished goods are in the possession of the ultimate consumers or users."

Too often distribution is thought of only from the viewpoint of consumption of finished stocks. Actually, it also embraces the movement of raw material on its way to be converted into finished goods. When management, as a whole, grasps this fundamental then real progress will be made in lowering the cost of overall distribution. It is the reduction of this cost for which ways and means must be found.

Yet a manufacturing establishment cannot by itself perceptibly bring down the over-all cost. It can, however, reduce its own transportation costs, parts of which contribute to its own particular total cost of distribution of its own private product.



If we review the operations embodied in over-all distribution we note that beginning with the raw material, transportation is essential between each one. Before the raw material can be processed it must be transported from the point of origin to the place of processing, and from there the finished articles must be transported to the wholesaler, to the retailer, and on to the consumer, each intermediate step is transportation.

A very simple chart brings this situation into clear focus. It is not necessary to designate any special raw material for our illustration. We can ignore the possibility that some manufacturers act as their own middlemen because those who do are merely running another business. Now refer to the chart of steps accompanying this article and note what happens between "landings."

### Part of All Costs

Here in the chart we see that transportation enters into the entire cost structure at least three times if we assume that in certain instances retailers make no deliveries because consumers personally carry away their purchases due to the nature of the merchandise. On the other hand, in numerous retail outlets delivery of goods to consumers is performed, thereby adding to the total cost of transportation, and, of course, to the cost of distribution. Then, too, there are additional movements and costs not disclosed in the chart; intra-plant

transportation which embraces materials handling at each progressive stage.

The chart presented herein gives of necessity merely a general picture. Variations might be necessary for different kinds of enterprise; a chart for the manufacturer of a cereal breakfast food would be somewhat unlike that for the manufacturer of shoes. Each would list the distinct steps and stages which arise in his line of effort. The cereal manufacturer would take wheat, or other grain, as the basis and trace from producing point on through to the grain elevator, etc., whereas the manufacturer of shoes probably would start with the raw hide, and in his chart he might not include the wholesale unit.

### Segregation Essential

But, in any event, be it cereals, or shoes, or sugar, the same hard and fast rule exists, to wit: that every stage entails transportation of some sort which means contending with costs. If these costs are not segregated then it will not be possible to study them.

What are these costs of transportation which are encountered in establishments dealing in the productions and sales of commodities? Well, a list in detail would be lengthy, but the major factors are: (1) freight inwards; (2) materials handling inwards; (3) materials handling outwards; (4) freight outwards.

These costs ought to be isolated before being allocated to an individual company's production and distribution accounts. If this practice is not adopted how can an analysis be made such as is done in examining sales or advertising costs?

### An Important Issue

In this article attention has been given to one main objective: To show that transportation enters into all phases of commerce. In the over-all sense it refers to distribution. In its restricted meaning, as applied to single plants, it applies partly to production and partly to distribution. It ought to be obvious that an issue faces industry, yet, strange as it may seem, actual investigation reveals that management tends to ignore transportation costs.

Emphasis here is placed on a salient point, i.e., costs of transportation are intertwined in and among every stage from the time a raw material is moved from a point of origin on through production of the finished article until it reaches the consumer or user.

Management in every company throughout the nation will have to recognize that transportation heavily adds to the cost of doing business. Until management, as a whole, wakes up to this vital fact, and takes decisive action, little headway will be made in lowering transportation costs and thus reducing the cost of over-all distribution.

## Make Plans Now for Reconversion To Ease Full Peacetime Employment

Until the war is definitely won the needs of the fighting fronts must come first, but in the meantime "we should not neglect to prepare for the transition to peacetime conditions," Harry A. Dick, of Portland, Ore., new president of the Associated General Contractors of America, declared in Washington, D. C.

"It is much easier to gear our business economy to war," he explained, "than it is to shift it back into prosperous peacetime operations."

"The reconversion period will bring many problems for our business economy. High among these problems will be employment—and to provide sufficient employment will require planning."

Pledging increased effort by his association for advance planning for the postwar, Mr. Dick said, "We on the home front would be derelict in our duty to our fighting forces, if we did not plan for the day of their return home and re-entry into civilian life."

The AGC has been campaigning for the planning of postwar construction to the contract-letting stage. He stated. This campaign was started last year.

The general goal of the campaign, he said, was to stimulate advance

planning of projects sufficient for a rate of construction of \$12,000,000,000 annually by the end of the first year after the war—which would provide work and business opportunities for approximately 2,400,000 men and women at the site of construction, and nearly 5,000,000 others off the site in supplying materials and performing necessary services.

## Distribution Called Most Vital Factor By NRDGA Postwar Management Report

THAT distribution, rather than production, will be the most important factor in our postwar economy is the contention of a report recently issued by the postwar committee on better selling of the National Retail Dry Goods Assn.

The 28-page report, "Gearing Management for Better Selling," makes the point that top management must take a more direct interest in the improvement of sales methods. Considerable reorganization is contemplated to accomplish this end.

Also stressed is the necessity for clearly defining lines of authority and responsibility, for re-evaluating and properly as-

signing personnel, and for taking into consideration human values as well as merchandise values.

The report proposes that selling be established as a profession and career, and that sales methods, employment standards, and training techniques be revised to meet specialized competition. "All activities must be constantly directed to the store's primary purpose of 'selling and service,'" the report states.

Donald R. Fowler, Porteous, Mitchell & Braun, Portland, is chairman of the committee. Associated with him are representatives of the nation's leading retail stores.

# Loss and Damage Claims Increase Distribution Costs

**The estimated loss and damage bill of land carriers in the United States last year was \$75,000,000. Claim loss is not restricted to improperly packed cartons or shipments. Every shipment damaged must bear its proportion of the loss. It's the overall carrier claim loss that affects distribution through transportation cost, which, in turn, affects every shipper using transportation.**

By **LEE M. NEFF**

*Chairman,  
Freight Claim Prevention Assn.,  
Portland, Ore.*

• • •

**S**EVENTY-FIVE million dollars is estimated loss and damage bill of our land transportation of 1944. This staggering loss of revenue is surely incentive enough to all persons interested in the economic reduction of distribution costs and the future of efficient transportation service to take up this matter of claim prevention and make a major issue of it.

From the top executive down through the entire personnel, everyone can participate in claim prevention and everyone can profit by it. Naturally, this includes the shipper, the receiver, and all carrier personnel. More efficient transportation would make possible greater efficiencies both in production and distribution, and would help to lower the cost of living. We cannot have losses like last year's damage bill without that loss reflecting itself in our overall distribution cost.

Rate structures are an element in distribution cost. Carriers cannot absorb excessive loss without an adjustment upward in rate structures. One of the important elements in rate making is risk. The carrier, being an insurer of the goods he transports, has to collect a safe margin of profit to stay in business.

## **Let's Face the Facts**

An idea seems to prevail that little can be done about claimed reduction. Some even think it is a necessary evil. We often hear shipping room employees or freight handlers say, "Let it go, the transportation company will pay for it." Transportation companies ask, "What can you do about it?"

Well, something can be done about it. Let's face the facts, analyze them and start doing something about it.

The human element is so involved in transportation that practically any slipup at any point between the packing by the shipper and the final delivery by the carrier, is bound to result in loss of time, money and good will to all concerned. Too many of us are inclined to overlook this human element and blame the cause of our trouble on almost everything else. Any sound approach to the loss and damage problem must include the human element. To prove this point we need only recall a few recent claims, analyze them briefly and the chances are we can see how it may have been avoided if so and so had just performed some small act or done something a little different.

## **Packing and Handling**

Packing merchandise and subsequent handling both by the shipping room and the carrier's freight handlers is a craft of its own. How many shipping and carrier executives believe this? Very few.

Many times the worker, a misfit in some other job is placed in the shipping room or assigned to handling freight. Often, if the man is a poor driver he is put to handling freight or loading trucks and cars. Investigation reveals this work is looked down on by many managers, consequently, the type of personnel is not what it should be.

On several occasions we have asked men on the shipping room floor and the men handling freight on the docks or platforms, how many books

or magazines they have read concerning their work? The answer usually is, "None." We then ask, "Did you know that there are such publications?" And again the answer usually is, "No." One fellow, however, hit the nail on the head when he said, "Yes, I have seen some of those magazines, up in the boss's office. But he never let any of them reach us." Isn't there something that can be done about this both by the boss and by the man in the shipping room?

Satisfaction . . . what a powerful word. How often we see it used as the key to advertising and other sales appeals. We spent millions in perfecting beautiful displays, labels, eye catching designs, all building appeal for our products in order that they will satisfy and please the consumer. But why? That we may sell our goods again and again, that we may profit more from our efforts. It is an old saying that a satisfied customer is a permanent customer.

Improper packing in the shipping department or careless handling by shipper and the carrier employees can destroy all the display value and product appeal built up by the advertising and sales departments. Many times we have seen packages with the corners dented or metal containers with dents in the sides on store counters and shelves. When we make a purchase we pass those dented items up and select one that is in good condition. The item with a dent doesn't appeal to us.

## **Transportation a Tool**

Transportation services are the tools of our economic system. Transportation of articles increases their value and supplies human needs. Carriers who give good service are interested in a shipper's major problem of getting his product to the ultimate consumer in the same condition, appearance and usefulness as when it left the production line. The ultimate consumer is a customer both of the shipper and the carrier.

The carrier, who through carelessness, delivers only part of a shipment, destroys more good will for the shipper as well as the carrier in one act of carelessness than can be built up by months of good service.

Improper marking or no marking at all is the fault both of the shipper and the carrier. The shipper should never chance forwarding a shipment without marks and the carrier should refuse such shipment on the spot. Both are in violation of the tariffs in moving l.c.l. shipments.

Recently a large machine was accepted by a carrier with old marks. The driver knew where it was going. It was placed in the right car. However, the machine returned to its point of origin because that was the destination designated by the old markings. The result was loss of



production because the machine was an emergency order for a large canner at a point where crops were spoiling.

### Distribution Costs

There is little or no question concerning production. Our present war effort proves beyond doubt that we have the world's greatest production system. For years, much of our effort has been devoted to improving production. Our distribution system, on the other hand, in my opinion, has not developed with our production system. Distribution and production must be coordinated. They must work together. I believe that this is pretty well recognized. Many of our leading Chambers of Commerce and other business organizations are studying distribution cost, and are seeking ways and means of reducing their costs of distribution. Practically every trade magazine has something on this subject in every issue. Certainly the wide spread between cost of producing an article and its cost to the ultimate consumer proves the need for adjustment somewhere in between.

Do we know what our distribution costs are? What factors enter into distribution cost? There seems to be a general lack of facts on this subject and a variety of opinions. For example, the damaged shipment is paid for by the transportation company, but does this cover the actual loss? How much do you lose when a shipment is delayed? How many sales are lost? Volume of sales, we know, affects selling costs. How about lost shipments? What is our cost of tracing, reordering, filing claims, etc.?

### Our Acts Affect Others

Some shippers feel that their responsibility ends when they have properly packed their shipments. If their competitor fails to use good packing methods, etc., "it's his loss and not ours," they say. The following example should prove to us that this matter is one involving all shippers, good or bad. Our acts affect others by increasing overall distribution cost.

Recently, a shipper of a chemical product forwarded two cases of the chemical in gallon glass containers. The screw caps were made of plastic, lined with a paper liner. The carton was not marked to identify the chemical, and nothing was placed on the carton to indicate the top side. Nothing indicated how the carton should have been loaded. As a result, the loader placed one of the cartons on its side on top of a miscellaneous load of l.c.l. freight. The chemical in one of the glass jugs ate the paper liner in the cap, causing the cap to loosen. The result was the chemical leaked out and flowed down through other freight, eating into 15 other cases

and destroying much of their contents. This shipper failed in his shipping room. His faulty packing destroyed 15 other properly packed shipments.

### Losses Are Multiple

The claim loss is not restricted to improperly packed cartons or shipments, but every shipment damaged must bear its portion of the loss. It's the overall carrier claim loss that affects distribution through transportation cost, which, in turn, affects every shipper using transportation.

In the case cited above, one shipper increased the carrier's cost of doing business through sheer wanton negligence. If the carrier is forced to increase his rates to offset such losses, the increase will apply to good shippers as well as bad. We don't make freight rates according to individuals. We make them on the merchandise shipped. Under present policies it is to the interests of all shippers to see that their fellow shippers use proper packing methods.

### 50-50 Proposition

A careful study of claim losses will reveal the fact that claim prevention

is not entirely a carrier matter. For years the Assn. of American Railroad's Freight Claim Division has endeavored to prevent claims and has done a remarkable job, especially in working out rules to guide its member lines in handling claims. Its educational activity has been quite effective.

The American Trucking Assn.'s Freight Claim Section, established in 1937, also has done a remarkable job, especially in view of the fact that this organization has been active only a few years. In spite of the carrier's activities, claim losses keep rising year after year. We can see that the problem is a 50-50 proposition.

We know that there are certain hazards of transportation that cannot be overcome. For example, vibration. Vibration alone will break some articles that are not properly cushioned.

### Practical Problems

The carrier has little control over vibration. He has to handle the packages, too. They must be trucked and handled across platforms from car to car, etc. We find few shipping clerks who are well enough informed con-

(Continued on Page 114)

## Some Concrete Suggestions For Claim Prevention

HERE are a few practical suggestions for reducing claim losses. They are based on a number of years extensive study by the author of the accompanying article.

1. Give more thought to the human elements involved.
2. Develop courses of study designed to improve packing and handling procedure.
3. Shippers, receivers and carriers should study one another's problems and work together to correct them.
4. Establish standardized procedures throughout the distribution field so far as possible.
5. Develop a cost accounting system that will show the cost factors involved in loss and damage so that preventative practices may be developed in the right places.
6. Study freight handling methods and encourage the development of better materials handling equipment. Some methods go back 75 years or more and are obsolete.
7. Shippers, as a matter of good business, should endeavor to find out what the arrival condition of their products are. Consignees usually settle with the carriers at destination and fail to advise the shipper of loss or damage.
8. Carriers should support and participate in the efforts of their national organizations to reduce loss and damage.
9. Standardized bills of lading should be adopted. Use a different type of paper in bills of lading so that carbon copies can be read to prevent billing errors. Of 10,000

bills of lading examined, over 10% were found to be illegible.

10. Standards should be formulated so shippers and receivers may know just what loss and damage a carrier is responsible for, and carriers should know what their responsibilities are under the law. In many cases it's now a lot of guess work.

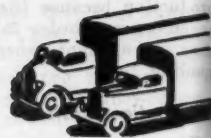
11. Colleges and universities should study this problem and every person receiving a degree in economics, in business management, etc., should be given a thorough training in transportation problems, especially in the science of proper packing and shipping procedure. We cannot give every shipping room employee a college education but we can certainly have some executive who knows what it is all about to instruct those who need this training.

12. Some plan should be developed whereby the crafts of packing, freight handling and loading can be placed on a higher level. Some incentive system should be established to encourage a better class of people to engage in this type of work and endeavor to improve it.

13. That all departments work together more closely; work with and obtain a better understanding of the functions and the possibilities of the traffic department.

These are only a few suggestions. You, perhaps, can add many more to the above. We can reduce this claim loss. It may be hard and the road may be long, but let's adopt this slogan: "It can be done; let's do it!"

# Motor Cargo ...



## ATA, Shipper Groups Continue Conferences; Seek Solution to Claims Problems

SHIPPER groups, which have been conferring periodically for the past year with the freight claim committee of the American Trucking Assn. in order to work out mutual problems involving claim prevention and claim handling procedure, agreed recently at the fourth of their series of conferences that to break off the meetings now would be unwise.

Decision to continue discussions of the motor carrier claim situation was made despite a report to the conference that the National Retail Dry Goods Assn. traffic group had decided to withdraw from future participation.

Leonard F. Mongeon, manager of NRPGA's traffic division, in informing ATA of the withdrawal, explained that his group saw nothing further to be gained.

Representatives of the National Industrial Traffic League, Chain Store Traffic League, Retailers Transportation Committee and Manufacturing Chemists Assn. were unanimous in their agreement that much has been definitely gained, and in their conviction that still greater benefits are possible if the conferences continue.

### Seek Agreement

Typical of the attitudes expressed was that of I. W. Whittaker, traffic manager, Aluminum Goods Mfg. Co., Manitowoc, Wis., and chairman of the NIT League's committee.

"If we were to turn this whole matter of motor carrier claims over to the Interstate Commerce Commission now, it would tie the carriers' hands and ours, too," he said. "We will go farther if we can get agreement freely between ourselves, rather than seek a hard and fast rule from the commission. I feel that we are really moving forward and accomplishing things. Even if we only get a few ideas out of these meetings, we are going to get results. But we've got to keep going all the time."

Efforts of ATA to rectify unsatisfactory claim settlement conditions in the deep south have been especially productive of results, the conference revealed. In Atlanta, the Motor Carriers Southern Conference, covering a 10-state area, was organized last autumn, with Walter Miles as manager.

Since then, Mr. Miles reported, over and short matching bureaus have been organized among motor carriers in Atlanta, Birmingham,

Louisville, Memphis, New Orleans and Chattanooga, while three more are in process of formation at Charlotte, Jacksonville and Cincinnati.

In three months, Mr. Miles stated, these bureaus have located and re-shipped 267 astray shipments valued at \$27,600. One he mentioned particularly was a consignment of hosiery valued at \$3,047, from Philadelphia to a western destination. This shipment was eventually located in a Georgia terminal. He also told of assisting shippers to collect \$1,600 in disputed claims against motor carriers, and of settling \$750 in claims involved in disputes between carriers.

### Exchange Lists

The list of astray freight issued by the Atlanta conference, Mr. Miles said, is being mailed to over 600 southern carriers, to all freight claim groups throughout the nation, and to army transportation zone offices. He asked that other groups reciprocate by sending him their astray lists.

Resentment of shippers against carriers in the southeast had been great following the bankruptcy of two large carriers some time ago. One of the carriers had liabilities of \$90,000 in unpaid c.o.d. money, and over \$150,000 in unpaid claims. So impressed are shippers with the work of the Atlanta conference, Mr. Miles said, that they are now cooperating wholeheartedly, and their previous

hostile attitude is rapidly disappearing.

A similar report was received from D. E. Griffin, manager, Southwestern Motor Carriers Claim Conference, Dallas. Between Nov. 1 and Apr. 26, he stated, 191 astray shipments, both government and commercial, valued at \$14,882.70, had been matched up. Pending activities, he said, forecast further clearance of astray freight valued at \$30,000. These results, Mr. Griffin declared, fully justify the program.

Tom W. O'Neill, manager of the Detroit Freight Claim Assn., brought to the conference a letter from Henry Reimers, district director of the Interstate Commerce Commission, at Detroit, which indicated that the claim settlement situation in that area is satisfactory. Shippers are making relatively few complaints, Mr. Reimers wrote, leading him to the conviction that "carriers are giving their sincere attention to the handling of their claims."

### Unsupported Claims

Mr. Reimers wrote also of "a considerable increase in unsupported claims" which shippers are filing against motor carriers.

Reporting further on activities in the Detroit area, Mr. O'Neill said that meetings are being held between shippers and carriers at which the shippers are becoming convinced that carriers are doing something definite to solve their claim problem.

Spokesmen for the shipper groups present appealed in their turn for attention to the matter of more prompt remittance of c.o.d. money and to settlement of claims involving interline shipments.

"We're not going so far as to suggest to Congress a statute requiring that c.o.d. money be held by motor carriers in a separate account," said one shipper. "But that money should not be thrown into your general funds. It's a trust account and we hope you will consider it as such."

Also mentioned was the carriers' frequent failure to notify shippers within reasonable time when shipments are undelivered through refusal of consignee to accept, or for other causes. The importance of showing on the freight bill all information carried on the bill of lading was stressed. Although an ICC rule covering this matter was issued 10

### Authorize 10,000 Trailers

Trailer manufacturers will be permitted to manufacture 10,000 commercial truck trailers during the last two quarters of 1945, the War Production Board announced recently. Production of 12,232 units has already been programmed for the first half of the year.

The entire year's quota of 22,232 units has been distributed among 211 manufacturers. WPB officials said that it may be necessary to rescind or adjust individual authorizations if manufacturers are unable to produce the specified number of units within the authorized time limit. Any reductions in individual authorizations will be distributed to manufacturers who have the facilities to produce additional trailers, and who have customers for the additional production.

appear-  
ed from  
western  
ference,  
Apr. 26,  
s, both  
valued  
ed up  
orecast  
freight  
ts, Mr.  
he pro-  
  
of the  
rought  
Henry  
he In-  
on, at  
at the  
n that  
rs are  
ts, Mr.  
to the  
giving  
hand-  
  
a con-  
ported  
filing  
  
ties in  
l said  
between  
ch the  
d that  
definite  
  
groups  
for at-  
prompt  
to set-  
terline  
  
o sug-  
quiring  
motor  
" said  
should  
eneral  
nd we  
"  
riers'  
ppers  
ments  
ial of  
other  
owing  
nation  
e was  
rule  
ed 10



## There's a **HIGHWAY** for every kind of job

Whether your problem involves the hauling of a multitude of small parts or large, heavy units, there's a Highway Trailer specifically built to do your job easily, quickly, economically!

Every Highway "Freightmaster"—every Highway "Clipper"—is the product of ability that pioneered in trailer construction, over a quarter-century ago. Highway's engineers have found that they can build a better trailer by building most of it in their own plants. Their business is *manufacturing*, not merely assembling.

Two new booklets have been prepared to show you how the skills, materials, and methods born of wartime urgency have been used to improve the new Highway commercial trailers now in production. Write today for your copies, and learn why it's now more important than ever to "let your new trailers be Highways."

### **HIGHWAY TRAILER COMPANY**

*Factory and General Offices, Edgerton, Wisconsin*

**Truck Trailers and Bodies • Earth Boring Machines**

**Winches and other Public Utility Equipment**



We are producing Highway commercial trailers under W. P. S. authorization. Available for delivery.

### **WAREHOUSEMAN'S VAN BY HIGHWAY**

In the new Highway Warehouseman's Van you will find every modern feature—extra capacity and low ton-mile cost easy handling and low maintenance. Write today for complete details

**ON EVERY U. S.  
HIGHWAY**



# **HIGHWAY**

AMERICA'S QUALITY

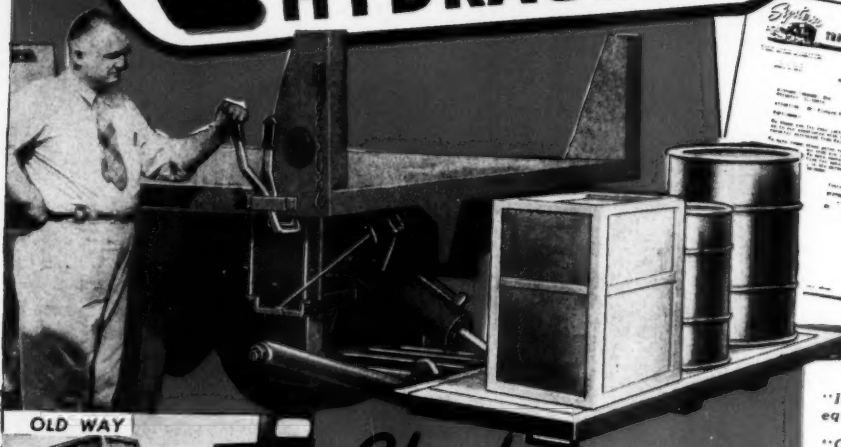
# **TRAILERS**



*Solves a manpower Problem!!!*

LOAD AND UNLOAD YOUR TRUCKS WITH—

# ANTHONY LIFT GATE HYDRAULIC



## Check THESE FEATURES

- ✓ SAVES MANPOWER—the powerful hydraulic lift enables one man to load or unload trucks. One man now does the work of three.
- ✓ CUTS LOADING AND UNLOADING TIME—absence of chains permits "LIFT-GATE" to be loaded from all sides. Stops automatically at body floor and ground level.
- ✓ REDUCES PERSONNEL ACCIDENTS—Cylinder and valve, in one unit, directly connected to "LIFTGATE"—no pins or cables to break. Control levers located for safest operation.
- ✓ LESSENS MERCHANDISE DAMAGE—Automatic valve prevents over-loading. Adjustable stop on control valve regulates maximum lowering speed to prevent accidental dropping of load. "LIFTGATE" cannot lower while truck is in motion.
- ✓ EASILY INSTALLED—on trucks now in service or on new trucks without extensive alteration to the truck body or mechanism.
- ✓ "PERFORMANCE PROVED"—in hundreds of installations all over the world.

### READ WHAT USERS SAY

- "It is a necessary addition to our equipment" C E W
- "Ordering two more next week" R R O
- "Now operating 14" U P R R
- "We would be glad to recommend the Anthony 'LIFTGATE' to anyone" B X I & M CO
- "This LIFTGATE is working out in a very satisfactory manner, and in fact far exceeds our expectations. Before, our driver could not unload the truck unaided—now he handles unloading without assistance" C R L CO
- "It has performed flawlessly" H F L
- "Our damage claims have been practically nil" M F R
- "We would recommend the installation of such equipment on all trucks where loads of 150 lbs. or over are handled" B C
- "We have just put our third one into service" M H CO
- "We thought we only had a limited use for one, now we've found so many uses we couldn't do without it" A C O

(Statements on file)

**ANTHONY COMPANY, INC.**  
MANUFACTURERS OF HYDRAULIC HOISTS & BODIES & TRUCK EQUIPMENT

STREATOR ILLINOIS



years ago, not much attention is given to the requirement, it was charged.

R. A. Bentley, traffic manager, National Tea Co., Chicago, and spokesman for the Chain Store Traffic League, discussed the difficulties of settling claims settled where interline shipments are involved. "We do not seem to get anywhere when the buck passing starts," he remarked.

#### Program Endorsed

At the Chain Store League's St. Louis meeting, recently, Mr. Bentley reported, the ATA claim prevention program had been warmly endorsed. Discussion there, he said, revealed a "new angle" in motor carrier procedures.

"It's this matter of selling our merchandise as salvage," he explained. "A lot of it is hard to get and if there is a market for it after our claims are settled, the carrier ought first to get in touch with the folks to whom it had belonged."

H. S. Welton, traffic manager, Victor Chemical Works, Chicago, and spokesman for the Manufacturing Chemists Assn., spoke of his personal experiences with interline claims. The originating carrier, he said, will decline a claim because it has a clear receipt, forcing the company to start over again with the next handler of the shipment. "I do not believe this is the correct procedure," said Mr. Welton.

Speaking for the Retailers Transportation Committee, C. Lyman Has-

well, traffic manager, Mandel Bros., Chicago department store, said most claims filed by mercantile establishments are for small amounts, from \$10 to \$15. Motor carriers, he complained, make no acknowledgment of any claim below \$50. The result, he said, is interminable correspondence trying to get action. He mentioned that one railroad settles all such small claims by remitting a check when claim papers are filed and then investigating later.

#### ATA Assists Shippers

C. A. Jackson, secretary of ATA's Freight Claim Committee, renewed the offer made at the first conference, a year ago, to assist shippers with carriers who are lax in their claim settlements. Complaints, he said, should be sent to ATA's Washington office, or referred to committee members in their respective regions.

Mr. Jackson told of ATA's activities with the Defense Plant Corp. to develop methods for avoiding claims on shipments of machinery which eventually will have to be moved out of war plants. He also explained ATA's plans for educational work among carrier personnel and shippers to do away with the causes of claims.

John Palmer, representing the traffic department of Goodyear Tire & Rubber Co., Akron, threw interesting light on what the ATA regional committee chairmen are doing. Last January, when he came to the conference, Mr. Palmer said, he had brought along a list of 1,060 Goodyear claims of considerable age, and offered the list to the regional chairmen for examination. Two weeks later, on Jan. 31, he stated, 483 of the old claims had been eliminated, principally because of the committeemen's personal intercession with the carriers to whom they had appealed. (Slawson)

#### Trucking Firms Arrange Equipment Saving Plan

Pacific Freight Lines, Los Angeles, and Arizona Express Co., Tucson, common carriers of civilian general commodities, have completed arrangements for a joint action plan to conserve trucking equipment and eliminate empty load mileage.

Under a plan approved by ODT, Pacific will eliminate civilian freight

schedules between Phoenix and Tucson. Freight ordinarily carried on the suspended schedules will be carried in empty return trucks of the Arizona Co.

Officials of the two firms estimate that approximately 39,000 truck mi., 2,500 man hr., and 390,000 tire mi. per year will be saved. (Herr)

## "—and keep your powder dry"

Some 300 years before anyone ever heard of an M16 Cartridge case or a 105 mm. Howitzer shell container old Oliver Cromwell's victory slogan was "Trust in God — and keep your powder dry."

It was true then, as today, that great ideals like freedom and justice get shoved around unless somebody stands back of them with fighting equipment that doesn't fail in a pinch.



When this war for freedom ends American industry will need new highway transportation equipment just as urgently as the armed forces now need our shell containers and cargo trailers. When that time comes our workers, meeting peace time needs as they have met war time needs, will still be helping our Democracy to "keep its powder dry."

## The GERSTENSLAGER Co.

WOOSTER, OHIO

Established 1860

Trailers and custom-built bodies for vans and trucks

# Equipment Shortage Solved By HHG Operator By Building Own Vans

**L**YON VAN LINES, INC., Los Angeles, is solving the equipment shortage problem by building household goods moving vans in its own shops with company mechanics.

The firm's decision to undertake construction of its own vans and trailers was prompted primarily by the war-induced scarcity of heavy units of rolling stock. In addition, however, to providing automotive and trailer units to replace vans worn out in service, for which there was no other source of replacement, Lyon Van Lines has been able to design its self-constructed van bodies to meet a current trend in HHG movement which calls for the largest possible cubic loading capacity.

Truck bodies in general use before the war for carrying household goods were regarded as deficient in some respects by Lyon officials in that they were not designed to meet the hauling needs of the company, in which bulk in cargo rather than weight predominates. Greater cubic capacity in a van body, therefore, became a desirable objective. For this reason, Lyon Van Lines' company-built units are designed to save weight wherever possible in construction.

The sixth home-built unit recently rolled out of the company's shops at 3600 South Grand Ave., Los Angeles, and the seventh in the program is now

under construction. The finished units include three 32-ft. trucks and three 16 ft., 4 in. tractors of the cab-over-engine type. The trucks are powered with Cummins Diesel motors. They are 6-wheelers (using 10.00x22 tires), with the three axles equipped with Sterling spring hangers and brackets.

That the company accomplished its purpose of saving weight in construction is shown by the fact that the trucks built in its shops weigh 1500 lb. less than the gross weight of pre-war custom-built trucks available in 1941.

Salvage materials has been used to a considerable extent in the construction of the units, many parts, such as engines, transmissions and rear ends, having been rebuilt from salvage stock.

Reclaimed aluminum is used in body and cab construction. The all-aluminum body of the trucks measures 26x8x7½ feet. Cab construction is of reclaimed aluminum and steel, reinforced with oak in corner posts and channels. The use of oak reinforcers, it was pointed out, made it possible to employ lighter steel members, which contributed to the over-all weight reduction of 1500 lb. Gross weight of each truck is 16,500 lb.

The trucks are designed with a 34-in. all-welded frame. They are fitted

with 7441 Brown-Lipe standard transmission converted to remote control. The steering assembly on trucks and trailers is a right-hand assembly converted to left-hand, which makes it possible to bring the drag-link close to the frame and enable the mounting of a pusher-type clutch pedal designed by Lyon engineers.

The tractors have Brown-Lipe 770 and 703 transmissions and Timken driven rear axle. Gross weight of each tractor is 14,000 lb.

The first of the trucks built by Lyon Van Lines, Inc., has been in service for more than a year. Used on the Los Angeles-Seattle run on a schedule averaging 21 round trips in 12 months, it traveled 51,000 miles carrying one million pounds of revenue freight.

The 1500 lb. of additional cargo that can be carried by virtue of that amount of weight reduction accomplished in construction, has resulted in \$3,150 additional revenue for the year by the truck, company records disclose. The firm estimates that, in terms of truck cost, the extra return of \$3,150 per truck on five trucks operated during 1945 on the Los Angeles-Seattle run will defray the construction cost of two additional trucks or the addition of two trucks per year to the company fleet without drain of the operating fund. (Herr.)

## ODT Approves Joint Action By Carriers To Eliminate Duplication of Services

Three joint action plans involving carriers in Wis., Ia., Minn., and S. D. were recently approved by the Office of Defense Transportation. Gateway City Transfer, Inc., La Crosse, Wis., and Weighley Transfer Co., Waterloo, Ia., have begun coordinated action under a plan designed to save 4,200 truck mi. and 200 man hr. annually. Weighley is diverting to Gateway less truckload traffic moving through Minneapolis and St. Paul en route to Oelwein, Ia.

The government-operated Wilson Storage & Transfer Co., Sioux Falls, will suspend schedules on less truckloads moving through Sioux Falls or Minneapolis bound for various points in Minn. and S. D. Rohweder Truck Lines, Inc., Pipestone, Minn., will handle this traffic. In addition, Rohweder will take over identical less truckload service of the Tri-State Transportation Co., Sioux Falls.

Rohweder has also entered into plans with Hess Motor Express, Pipestone, and Menning & Son, Edgerton, which call for the discontinuance of its less truckload service through various cities.

### Record Production—'46

In a recent comment on the Office of Defense Transportation program calling for production of 1,063,000 trucks in 1946, Ted V. Rodgers, president, American Trucking Associations, said that nothing in the records of peacetime years compares with the program outlined for 1946 by ODT.

The 1946 program tops the combined civilian and military vehicle total for 1941 when the defense program was just getting under way. This program should end the shortage of motor vehicles which has made meeting of war-increased schedules so difficult for freight carriers, according to Mr. Rodgers.

Production of 50,000 trailers, 250,000 truck and trailer bodies, and 6,000 truck third axle attachments are proposed by ODT in addition to the truck production scheduled.

The two plans involving Rohweder are expected to save approximately 119,400 truck mi. and 7,900 man hr. per year.

## Fruehauf Purchases Trombly Truck Co.

The Fruehauf Trailer Co. has just announced the purchase of Trombly Truck Equipment Co., Portland, Ore. According to W. J. Jarvis, Portland, Branch Manager of Fruehauf, this new addition to the firm's facilities in the northwest is part of an overall western expansion program planned to further expand service to users of trailers. The Trombly shops will operate in conjunction with Fruehauf's present Portland plant.

Complete manufacturing and servicing facilities of the pioneer Oregon trailer and truck equipment firm will be maintained for the benefit of present users of Trombly units, as a part of the Fruehauf nation-wide service system.

The move will give added impetus to already-heavy production in the northwest, needed to meet increasing demands for truck-trailers in logging, mining, construction, general hauling, and many branches of industry.

### Foundry Purchased

Blaw-Knox Steel Co., Pittsburgh, has purchased the Buffalo Foundry and Machine Co., Buffalo, N. Y. (Kline)



## NTLS Announces New Members

The National Truck Leasing System has announced that five additional members have joined the nation-wide association. The newly elected members are the Pennsylvania Truck Lines, Pittsburgh, Pa.; Lincoln Truck Rental Company, Buffalo, N. Y.; the Cleveland Cartage Co., Cleveland, O.; the U-Drive-It Co., Inc., Norfolk, Va.; and the Willett Co. of Indiana, South Bend, Ind.

The National Truck Leasing System is made up of a group of successful truck leasing companies operating more than 4000 motor trucks at 80 points in the United States. The organization is now ready and has the facilities to offer leased-truck service, on a national, regional or local basis, to any business organization desiring such service.

## State Barrier Removed

The worst of the state barriers to movement of western highway common carriers was removed this month with the signing by Gov. J. C. Vivian of Colo. H.B. 110 regulating the size and weight of motor vehicles that may move on the state's highways. The new law brings into uniformity with the other ten western states regulations covering the movement of highway vehicles through Colo. The "Pike's Peak bottleneck" has been seriously handicapping western carriers. (Gidlow)

## New Trailer Component Manufacturers Feature Many Weight-Saving Devices

At an April meeting in Portland, Ore., a new corporation was formed which will become a world-wide manufacturing and selling factor in the truck-trailer industry. It will be known as Feather Ride Inc. Sales representatives are now being sought in 25 metropolitan areas throughout the U. S. A. The company offers many weight-saving components for trailer operators, manufacturers, conversion shops and automotive parts distributors. General offices have been established in the Terminal Sales Bldg., Portland.

The name Feather Ride was taken from the Feather Ride Dual Axle Trailer Suspension, which was recently announced on the west coast. Other Feather Ride equipment includes a front axle dolly for full trailers, and a revolutionary new axle and brake assembly that is attracting the industry's attention because of its demountable spindle.

Organizers of the company are nationally known figures in the trailer business. They are Henry Ketel, general manager, Holland Hitch Co., Holland, Mich.; R. W. Pointer, owner-manager, Pointer - Willamette Co., Portland, and Col. H. A. Geerds, secretary-treasurer of Holland. Operating heads of the firm will include Mr. Pointer as president and general

manager; H. E. Shillander as assistant to the general manager, and Conny Herman as national sales manager.

Feather Ride dual axle suspensions require no lubrication, being completely rubber mounted and bushed; a big maintenance saver according to the company, and one which cancels out the risk of lubrication failures. The rear axle kick-up problem is answered without the use of torque arms or radius rods. The suspension features "underload springs" which eliminate the causes of body racking and tanker leaks. Empties get a "feather ride" on the underload springs. The whole spring assembly is about half the size of a man's suit box. The entire assembly is so simply engineered that considerable weight is saved.

The new Feather Ride Axle with demountable spindle is something new to the industry. Tire, wheel or brake servicing can be done at operator's leisure while the trailer can continue in service. The brake is a hydraulic-actuated wedge type that applies pressure on both ends of floating shoes. The shoes are interchangeable, there being no "rights" or "lefts." Feather Ride claims that an unusually small parts inventory will serve fleets adequately.

## WAREHOUSE MANAGER WANTED

Unusual opportunity for experienced warehouseman to take full charge of operations of moderate size, east-central warehouse, general and cold storage. Immediate opening for the qualified man. Give summary of experience, with dates. Your reply will be held in strict confidence, and your present position fully protected. Shall desire arrange early interview, at our expense.

Address Box Q749, care D and W  
360 No. Michigan Ave., Chicago 1, Ill.

## SPECIALISTS IN TRUCK MAINTENANCE



Where you see this sign you can depend on specialized truck service—the kind that keeps old trucks out on the highways doing a full day's work. This sign identifies the



nation's largest company-owned truck service organization—International Harvester—and thousands of International Truck dealers. Make it your service headquarters.

INTERNATIONAL HARVESTER COMPANY  
180 North Michigan Avenue, Chicago 1, Illinois

**MORE FORD TRUCKS  
ON THE ROAD . . . on  
more jobs . . . for more  
good reasons!**

FORD MOTOR COMPANY



## SAVE MONEY

To save time and money in handling materials do it on skids or pallets in units of 2 to 5 tons with battery industrial trucks. Send for booklet "Modern Material Handling."

ADDRESS EDISON STORAGE BATTERY DIVISION,  
THOMAS A. EDISON, INC., WEST ORANGE, N. J.

**Edison ALKALINE BATTERIES**

# Should the Value Declaration Basis Be Changed In Storage Contracts and Receipts?

**Since it has been determined that the use of 30c. per lb. per article in bills of lading for interstate and intrastate shipments is effective, why is it not likewise to the best interest of the industry that the same basis of value be used for storage operations as well as local moving operations?**

SINCE the inception of the Motor Carrier Act in 1935, the basis of responsibility of companies engaged in the transportation of household goods has undergone a systematic change but the status of said carriers as warehousemen has remained wholly unchanged. The matter here presented for your consideration is to determine whether the present practice of the warehousing industry in the use of the Declaration of Value clause is one which should be continued, or whether it is in the best interests of the industry that a method be adopted consistent with the common carrier operation.

Prior to 1935, transportation, as well as warehousing, was generally serviced under contracts which embodied a Declaration of Value clause, wherein the shipper agreed that by reason of the rate charged, the responsibility of the carrier (or warehouseman) shall be limited to and not exceed the sum of \$50 per piece, parcel or package in the event of loss or damage.

## Method of Valuation

At first, under the construction of tariffs in which the cubic foot was the basis of charge, released value was on a basis of \$2 per cu. ft. per article. Subsequently, when it was found that such tariff structure was impractical for the industry and the weight basis was adopted, the manner of handling released valuation was changed to 30c. per lb. per article. In many states the same process took place in complying with state motor carrier regulations so that at present the majority of warehousemen engaged in common carrier operations find that their interstate and intrastate bills of lading are serviced under a minimum released valuation of 30c. per lb. per article.

To the best of our knowledge this practice now prevails in the majority of the states so far as intrastate operation is concerned; in fact, there are only one or two states which do not regulate the transportation of prop-

By LOUIS B. BRUMAN

General Counsel:  
Santini Bros., Inc.  
New York

o o o

erty wholly within the state. Needless to say, all carriers engaged in the transportation of household goods uniformly use the same measure of released valuation, namely 30c. per lb. per article for interstate shipments. We find, however, for the most part that with respect to local moving and warehousing operations, in the absence of pressure since little regulation exists, that there has been a slow tendency to effect a change in the Declaration of Value clause for the purpose of coordinating the warehousing operations with that of a common carrier character.

No logical reason can be forthcoming to retain this antiquated rule which has definitely outlived its usefulness. The opponents to the change argue (1) that the present practice is uniform throughout the country; (2) that the rule has been recognized by the courts and (3) that they see no reason for making the change. An examination of the bills of lading issued by the Railway Express Agency or by the railroads with respect to their common carrier transportation and warehousing operations incidental thereto would indicate that the released value on a weight basis has been in use for some time.

## Historical Background

It is important at this point to consider the historical background of the clause as contained in storage contracts and warehouse receipts in order to determine its applicability and effectiveness. The Declaration of Value clause as used in warehouse receipts has its foundation in Section 2 and 3 of the Uniform Warehouse Receipts Act. This Act has been adopted in almost all of the states of our country and has been set forth

in full in the statutes of each particular state. Section 2 of the Act deals with the material which must be contained in the warehouse receipt; while Section 3 concerns itself with such material as may be contained in said document.

To quote Section 3, it reads as follows:

"A warehouseman may insert in a receipt, issued by him, any other terms and conditions, provided that such terms and conditions shall not: (a) Be contrary to the provisions of this article; (b) In anywise impair his obligation to exercise that degree of care in the said keeping of the goods entrusted to him which a reasonably careful man would exercise in regard to similar goods of his own."

This in effect means that the warehouseman may enter into proper contracts with his depositors but which may not contain subject matter to absolve himself of responsibility. For example: with respect to any paragraph in which the warehouseman may contract to completely absolve himself of liability for certain conditions such as fire or moth damage, the courts have read into such clauses the further language "except by his own negligence."

## Generally Recognized

The inclusion in warehouse receipts and contracts of the clause in which the warehouseman by specifying a declared value limits the amount of recovery against him, has been recognized by the courts in most of the states. Here, likewise, such limitation is only good when the warehouseman has exercised a reasonable degree of care within the meaning of the statute. The clause is of no avail when the warehouseman has been guilty of gross negligence, willful act or fraud.

In order to effectuate the clause in the warehouse receipt it must have its foundation in a good and valid contract entered into between the depositor and the warehouseman and there must exist a definite meeting of the minds to create such contractual relationship between the parties.

In the states of Missouri and New York, courts have ruled that in the

absence of a contract, the existence of such a clause in the warehouse receipt is of absolutely no value and that the courts may then consider the actual value of the property in the determination of damages. It is important in the consideration of this problem, that the courts in the various jurisdictions where this question has been reviewed have upheld the declaration of value clause without regard to the dollar and cents measure as contained in such clause. They were solely concerned with the legality of the rule itself rather than with the question of the amount of damages to be determined thereby.

As examples: in the District of Columbia, \$2 per cu. ft. per article was upheld; in Missouri, \$25 per piece; in New York, \$50 per piece while in Virginia 30c. per lb. per article were upheld as the measure of damages.

However, in their consideration of the problem certain observations have been made by the Courts. First, that it must be based upon a declaration of value by the depositors and not upon a limitation of liability alone. Second, that the rate structure must be arranged so that if the depositor desired to pay a higher rate and obtain a higher valuation, that the warehouseman would be able to accept such payment of charges and guarantee a higher basis of valuation. This must apply not only to the entire lot for storage but also to any separate items thereof upon which the depositor should desire to declare a fixed and specific value. Such alternative does not now exist in all warehouse contracts.

### Temporary Storage

In recent years with the development of housing shortages in many communities, coupled with the reduction in transportation facilities, the placing of property in temporary storage pending transportation, has been increasing considerably. Although it was the normal expectancy of the shipper that the household goods should go forth to ultimate destination, within the temporary storage period, or subject to the carrier's convenience, numerous instances arose where it became necessary for the goods to remain in storage far beyond the period of temporary storage and to convert to a permanent storage account.

The practice had always been that shortly before the expiration of the temporary storage period, that the warehouseman mailed a storage contract to the depositor and upon the return of the signed contract issued a warehouse receipt. It is conceded that the responsibility at that point changed from that of a common carrier to that of a warehouseman but there is no good or sufficient reason why the basis of liability should change from 30c. per lb. per article to \$50 per piece, parcel or package. Too

frequently inquiry is made by the depositor as to the reasons for such change in liability and it is doubtful whether any plausible explanation can be given.

### Legal Phase to Consider

In this connection there is a legal phase to be considered. It has been indicated that one of the requisites for a good and valid contract is a meeting of the minds of both parties, and that there should be an intent to enter into a contract. At this point, when the goods have been in the possession of the warehouseman for some time, there is some doubt whether the signing of a contract by the depositor would create a good contract. The customer knows what the measure of value has been to that point under the bill of lading, to wit—30c. per lb. per article and would reasonably presume that this basis would continue. In the event of litigation should there be a denial of knowledge and intent on the part of the depositor, it is doubtful whether the court would sustain the validity of the contract.

Although there has been no known adjudication on this question where the warehouseman has knowledge of the released value greater than \$50 per piece (for example, of a piano weighing 800 lb. which at 30c. per lb. would amount to \$240) an attempt to further limit the liability by conversation to a declared value of \$50 would not be sustained in a judicial determination. Likewise in the transporta-

tion of household goods by the so-called long distance moving companies which terminate at a warehouse for temporary storage by the warehouseman changing the basis of responsibility there is no continuity between the bills of lading and the warehouse receipt. The warehouseman would be bound by higher valuations known to him.

### Factor of Claim

The basis of valuation of \$50 as a maximum is effective for the ordinary items which comprise the household. No consideration, however, is given to the items of greater value whereby in the application of a rule using a value based on poundage such consideration would be given.

There is likewise the factor of claim disposition to be considered. The tendency of claimants under the present method is to file claim for at least the sum of \$50 per piece, parcel or package, so that in effect what is intended to be the maximum of liability becomes the minimum. Especially in the servicing of claims involving the loss of containers with unknown and concealed contents, in every instance claims will be filed far in excess of \$50 with the reasonable expectancy that by such settlement a cost of \$50 for each loss must be paid. By a conversion to the 30c. per lb per article method, not only is the depositor given a basis of value bearing some relationship to the actual value of each item, but the warehouseman has

## Refrigerator On Wheels

FIRST OF ITS KIND to go into service, this new Fruehauf refrigerator van, equipped with built-in "Trail-aire Conditioner," is used by Deitch of Detroit, distributors of frozen foods, for overnight shipments. The refrigerating unit maintains a constant temperature with an air circulation of 1,500 cu. ft. per minute. It can be used for either cooling or heating. The completely insulated trailer is a 30-ft. tandem-axle model, carrying average loads of 30,000 lb.





a better opportunity for equitable consideration of claims.

### Pilferage Claims

In the clauses now most frequently used reference is made to a value per "piece, parcel or package." In claims involving pilferage from a container the maximum can be applied to the single item if such is the subject of the claim. For example, if an entire barrel were lost the maximum liability of the warehouseman would be \$50, while the sum total of its contents may be far in excess of that amount. The result of a claim for pilferage, if the value could be proven, may be equal to full responsibility for the entire container.

If the proposed change were made and the 30c. per lb. per article basis of valuation adopted, the loss of any single item would be adjusted on the basis of that item only and in relationship to its weight.

Likewise, the cost of adjustment on damage claims and repairs incidental thereto, where now \$50 is more than adequate to cover each item of furniture; while under 30c. per lb. per article the warehouseman would not be saddled with excessive repair costs and could limit the amount of payment to the declared value. Where the items are of a known character, expert opinion as to the estimated weights can be obtained. Where of an

unknown character, the likelihood of an excessive claim being submitted under oath is remote.

### 28-State Survey

It has been previously mentioned that one of the arguments against the proposed change is that the present practice is uniform throughout the country. A survey was made of warehouse receipts in 28 states with the following results:

Warehouses in 10 states use contracts which contained a \$50 clause, together with a limit for the entire load; in eight states they use the \$50 clause without load limit; in three states a \$25 clause is used; in one state a \$20 clause is used; in one state a \$2 per cu. ft. per article clause is used; in one state a 30c. per lb. per article clause is used; in three states 10c. per lb. per article clause is used. And in one state the warehouse has no limit of value.

This small number is adequate to explode the fixed opinion of uniformity so that instead of attempting to recommend a complete change in industry practice, the suggestion is now made that the change is necessary to bring about uniformity in the industry.

### Uniformity Urged

Since it has been determined that the use of 30c. per lb. per article in

bills of lading for interstate and intrastate shipments is effective (and to the best of our knowledge no further change is now considered), then why is it not likewise to the best interest of the industry that the same basis of value is used for storage operations as well as local moving operations?

It is, therefore, recommended that all companies engaged in the storage of household goods consider such revision of contracts and that through the trade associations in the various states that the manner of change be determined.

Incidentally, to clarify one further question on the proposed change. Some men in the business have stated that it would be necessary to weigh each piece. In this connection please consider that in the handling of interstate shipments such separate weights are not determined at any time.

As to the further question of whether it would be necessary to weigh each shipment, it is suggested that the contracts shall contain a provision for load limit, whether it be \$2,000, \$3,000 or \$5,000, whichever sum is consistent with the insurance program of the individual carrier or with a policy fixed by the trade association.

### No New Laws Needed

There is no provision in the Uniform Warehouse Receipt Act or in the statutes of the various states which specifies that the Declaration of Value clauses shall contain reference to any particular amount (with the exception of the state of Illinois where such basis of liability is fixed by the regulatory body).

With respect to warehousing no problem of required change in statutes or regulations would confront the industry nor is any enactment of laws necessary to bring about the proposed change. It is solely and wholly an industry practice and is entirely within the jurisdiction of the storage industry and of the companies which engage in this business as to whether or not this change should be brought about.

It has been previously suggested that the change be made by combined efforts through the trade associations. It is not desirable that any individual company should of its own volition independent of the actions of the other companies in the community make the change in its forms, but rather that all of the companies operating within a practical area should effect such change simultaneously. By creating a uniformity of practice and forms the industry acquires the greater confidence of the public.

## Philadelphia Warehousemen Adopt Change In Storage Valuation Clauses

**F**OLLOWING an address by Louis B. Bruman, member of the Bar of the State of New York, with respect to a proposed change in structure of storage contracts and warehouse receipts, the Philadelphia Chapter of the Pennsylvania Warehousemen's Assn., at a recent meeting unanimously adopted a resolution that the basis of declaration of value for storage contracts and warehouse receipts should be changed from \$50 per piece, parcel or package to 30c. per lb. per article, subject however, to determination of proper basis of declaration of higher value consistent with the practice now prevailing for interstate shipments.

In the discussion that followed suggestions were made that in the construction of a clause to set forth the declaration of value at 30c. per lb. per article, that the higher values should be fixed in the same manner as now prescribed by tariffs filed with the Interstate Commerce Commission, which would be as follows:

Five per cent above the base rate for a declared value exceeding 30c. per lb. per article, but not exceeding 75c. per lb., per article; 10 per cent above the base rate for a declared value exceeding 75c. per lb., per article but not exceeding \$1.50 per lb., per article.

Provisions should also be made for a fixed rate, it was suggested, in the event that the depositor desires to declare a value for a specific piece or pieces.

For example, it was suggested that a charge of  $\frac{1}{4}$  of 1 per cent of the value would represent a reasonable rate. A further suggestion was made that no provision for limited liability should be based on the load or account in the contracts and warehouse receipts, but instead there should be a provision (likewise following tariffs filed with ICC) that in the absence of a known weight that a constructive weight should be determined by a conversion of seven pounds to the cubic foot of properly packed storage space.

EDITOR'S NOTE: The author has had many years of practical experience in traffic management.

He was general traffic manager for The O. Pender Grocery Co. (now Colonial Stores), Norfolk, Va., for 20 years and for six years was executive secretary and traffic manager of the Virginia-Carolina Peanut Assn., and the National Peanut Council, with general offices at Atlanta, Ga. He is at present branch traffic manager at Dallas, Tex., for a nationally known beverage manufacturer.

# Loss and Damage Claims In the Motor Carrier Field

**The same rule applies to truck claims that applies to all other claims, namely, a claim promptly and properly filed is 90% paid. The great difficulty in handling truck claims is that in many cases they are not properly supported, and after they grow old, the proper documents are not available.**

By W. B. JESTER

o o o

THE greatest difference between claims against the motor carriers and claims against the rail carriers is that claims against the smaller truck lines are more difficult to collect. The large, well-established truck lines pay claims as promptly as the railroads.

In Aug., 1944, a special meeting was held in Chicago by the Freight Claim Division of the American Trucking Assn. The purpose of the meeting was to discuss the delay in settlement of freight claims. The National Industrial Traffic League, The Chain Store League, The National Retailers Transportation Conference, and the Chicago Assn. of Commerce were represented at the meeting.

At the meeting, ways and means were considered for improving the handling of truck claims. The National Retail Dry Goods Assn. has filed a petition with the Interstate Commerce Commission requesting that a general investigation into truck freight claim practices be initiated. It is not probable that the ICC will take any steps in the matter, as loss and damage claims are not under its jurisdiction.

## Filing Claims

The motor truck industry is comparatively new; therefore, there are not as many court decisions which may be used as guides in the handling of claims. The same rule applies to truck claims that applies to all other claims, that is, "a claim promptly and properly filed is 90 percent paid."

All truck claims should be filed within 30 days of delivery of the shipment, and if not paid within 30 days should be traced. If not paid within 60 days from date filed, all possible pressure should be put on to secure collection. The great difficulty in handling truck claims is that in many cases they are not properly supported,

and after they grow old, the proper documents are not available.

The same law applies to truck claims that applies to rail claims, that is, the common law of the land. Section 2 of the Interstate Commerce Act, which is the section pertaining to motor carriers, is in many cases cross-indexed with section 1, which is the section pertaining to rail carriers. Section 219, as amended, part 2 of the act, provides:

"The provisions of section 20(11) and (12) of part I of this act, together with such other provisions of such part (including penalties) as may be necessary for the enforcement of such provisions, shall apply with respect to common carriers by motor vehicle with like force and effect as in the case of those persons to which such provisions are specifically applicable."

Section 20 (1) of part I of the act provides that any common carrier delivering property received from another common carrier and transported shall be liable to the holder of the bill of lading for the full actual loss to such property caused by it or by any common carrier to which such property may be delivered.

There are problems pertaining peculiarly to motor carriers which are worthy of individual consideration.

**Liability of Initial Motor Carrier.** The section of the act quoted above makes both the receiving and delivering motor carrier equally liable for loss or damage to merchandise handled over their lines. Claim may be filed against either the receiving or delivering carrier. In filing claims which move over two or more lines, this question often arises. In some instances the carrier on whose line the loss or damage actually occurred is in bankruptcy, and claim cannot be

maintained against this carrier. A claim should not in any instance be filed against an intermediate carrier.

**Liability of Motor Carriers for Perishable Freight.** It is an old rule that a common carrier is not an insurer against delay, but when a motor carrier accepts a plainly marked shipment of perishable merchandise to be transported, and fails to notify the shipper that there will be a delay in delivery due to transportation conditions, the carrier is liable for damage to the shipment.

It is the duty of the carrier to take proper measures for the preservation of perishable goods in transit and failure to take such measures makes the carrier liable for any damage. Where the carrier's negligence is partly the cause of the damage to any shipment, such carrier may not plead an act of God. This principal was covered by a decision of the District Court of Appeals, 2nd District, Division 3, Cal., in *Newmark vs. Pacific Freight Lines*, 155 Pac. Rep 2d 68.

**Receipts to Motor Carriers.** A receipt is not conclusive proof of delivery of a shipment, but is only prima facie evidence which is subject to question. A practice has grown up in some sections of the country under which large receivers sign truck receipts with the following notation: "Received subject to count and inspection." This is a vicious practice and should be discouraged. Such a receipt means nothing at all.

A clear receipt should always be given all parties both by the receiver and the carrier. Such a receipt is not conclusive and does not bar either  
(Continued on Page 116)

# Waterways and Terminals ...



## European-Great Lakes Cargo Service Planned By Foreign Ship Operators

Whether or not the Great Lakes-St. Lawrence seaway project is given the green light by Congress, the postwar period will see foreign vessels bringing cargoes to Great Lakes ports, resuming a service interrupted by the war. Regular general cargo services between Great Lakes ports and Sweden, Denmark, Finland, and Holland were in operation before Pearl Harbor, and a French service was planned. Indications are that this foreign trade will flourish even faster in the postwar period.

Early in the spring of 1945 the United States Maritime Commission received an application (No. 7542) for formation of a shipping conference from three important Swedish steamship concerns for cargo operations between Great Lakes ports, Scandinavian, and Baltic ports, under Section 15 of the shipping act.

The firms are the Swedish American Line, Ltd., (Aktiebolaget Svenska Amerika Linien), the Swedish American Mexican Line, Ltd. (Aktiebolaget Svenska Amerika Mexiko Linien), and the Transatlantic Steamship Co., Ltd. (Rederiaktiebolaget Transatlantisk).

Their application stated that they contemplate pooling of cargo and apportionment of sailings in the trade between United States North Atlantic and Great Lakes ports and ports in Sweden, Denmark and Norway, as well as Finnish, Russian, and other ports on the Baltic.

Further, the Swedish American Mexican Line and the Swedish American Line have filed an agreement (No. 7543) calling for pooling of revenue obtained from cargo carried by them under the agreement No. 7542. Filing of the agreements, on which the Maritime Commission has not yet acted, reveals the status of Swedish shipping in the postwar period, maritime authorities believe.

The pact forming the United Maritime Authority, signed last summer (1944) by the United Nations, gives the Authority control over all shipping tonnage of the signatory nations following victory in Europe and a period of six months after the defeat of the Japs. On the contention that adherence to this pact would be construed by Germany as an un-neutral act, Sweden declined to sign this agreement.

Under terms of the United Maritime Authority agreement, all vessels of signatory nations are to be operated on a pooled basis taking care of war and rehabilitation requirements and commercial need, but wholly without regard to the re-establishment of

### New Orleans Record Best

New Orleans topped all other ports of embarkation from the standpoint of stevedore efficiency in 1944, according to an army report recently released by the Pacific Coast Waterfront Employers Assn.

The ports of New York, Boston, Hampton Roads, Baltimore, New Orleans, Philadelphia, Charleston, Los Angeles, San Francisco, Seattle and Portland were included in the report. A special comparison was made between San Francisco, the west coast port handling the greatest volume of shipments, and New York, which handles the largest share of east coast cargoes.

It was shown that longshoremen at New York handled 30 per cent more weight tons and 50 per cent more measurement tons per man hr. than crews at San Francisco. The west coast ports were the nation's slowest, while next to New Orleans in efficiency were Philadelphia, Baltimore, and Charleston. (Herr)

regular, privately controlled, steamship services. As urgent postwar ocean freight requirements subside, the UMA under the agreement will release vessels for the reinstatement of liner services that were functioning as of Sept. 1, 1939.

Recent news reveals a change of attitude by the Swedish interests to the UMA and adherence to the postwar shipping control pact by Sweden

is not predicted. News from London sources stated that the Swedish shipping officials now realize they will be wholly unable to begin liner operations until such time as the United Nations authorities assent, either by providing the vitally necessary ship warrants or by terminating the ship warrant scheme. Such warrants are required to assure wharf space, bunkers, supplies, and ship repairing facilities in ports controlled by the United Nations.

Observers point out that the proposed Swedish operation in the Great Lakes-northern Europe trade could not be introduced until the pre-September, 1939, services of other foreign lines are first re-established, particularly the Fjell Line of Norway, which began such service to Great Lakes ports in 1933, and the Dutch Oranje Line, both of which have priority rights under the UMA agreement. The new proposed Swedish shipping conference also bears importantly on the other pre-war liner service situation between North Atlantic ports and Scandinavia and the Baltic.

The European vessels formerly trading in the Great Lakes were small, because of the 14-ft. maximum draft necessary in the St. Lawrence River. They were capable of carrying about 1500 tons. They usually carried cargoes of china clay, wood pulp, manganese ore, or fertilizer on the trip to the lakes, and depended primarily on grain for a return cargo. If the St. Lawrence-Great Lakes seaway project becomes a reality, regular-size ocean-going vessels will be able to go as far inland as Duluth, Minn., 2700 miles, and carry large cargoes of grain and other American exports to European and other ports direct.

## New Era in Pacific Coast Shipbuilding Predicted by Maritime Regional Chief

Addressing the Oakland, Cal., Chamber of Commerce recently on the future of the Pacific coast shipbuilding and repair industry, Carl W. Flesher, west coast regional director, U. S. Maritime Commission, declared that while wartime shipbuilding undoubtedly is tapering off, a new era in the industry has already begun.

Mr. Flesher expressed the opinion that shipbuilding, repair and conversion for the postwar period will exceed activity in that category for any normal period in San Francisco Bay area history.

The determining factor on whether or not shipbuilding will be a major industry in the area after the war will depend upon the wishes of the local communities, he said.

Mr. Flesher disclosed that the Maritime Commission proposes to retain modern shipbuilding facilities at Richmond and Alameda, and cited the fact that there will be a continuing need for shipbuilding to replace obsolete tonnage.

Mr. Flesher pointed out that while at the end of the war the U. S. will possess approximately 5,500 ships, this total will actually be composed of two separate fleets. One fleet will consist at 7,500,000 tons of overage, inefficient ships, and 26,000,000 tons of slow and inadequate Liberty ships. The "efficient" fleet will consist of 24,000,000 tons, or about 2,200 ships, of fast Victory models, tankers and "C" types, of design suitable for economic operation in postwar trade. (Herr)



## New Company Promises Largest N. Y. Warehouse

Formation of a new company which will operate a public warehouse, railroad, and steamship terminal under the name of Rail-Water Terminals, Inc., Bayonne, N. J., was announced recently by Hendrick A. Wolter, president, Riveredge Warehouse Corp. The new organization will develop property formerly used by Standard Oil Co. into the largest single unit waterfront warehouse in the port of New York. Over 250,000 sq. ft. will be available in one and two-story buildings.

Many acres of open storage space, direct connection with three leading railroads, storage in transit facilities, and pier facilities for ocean steamers will be offered. The corporation will have offices at 11 Broadway, New York.

## United Fruit Co. Plans 6 Refrigerator Vessels

United Fruit Co. has applied to the U. S. Maritime Commission for the purchase of six more ships to be used in refrigerated cargo trade with Caribbean countries, Arthur A. Polan, executive vice president, announced recently at Flemington, N. J.

The company plans to turn over to the commission six of its old American flag vessels as part of the purchase price for the new ships.

## Counting Triangular Stacks

IN a triangular pile (Fig. 1) it is necessary to count only the lowest layer and multiply the result by a number one greater. Divide by two, and you have the answer. Thus, by counting the bottom layer of Fig. 1,

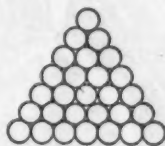


FIG. 1

you can calculate that there are 28 pieces in the pile. ( $7 \times 8$  equals 56; divided by 2 equals 28.)

For a pile like Fig. 2, you need

make only three counts. A, count the number of pieces in the lowest layer. B, count the number of complete layers. C, count the number of pieces in the top incomplete layer. Then multiply A by 2, subtract B, and add 1. Multiply the result by one-half of B, and add C. Thus, referring to Fig. 2, we have  $20 \times 2$  equals 40;  $40 - 6 + 1$  equals 35;  $35 \times 3$  equals 105;  $105 + 4$  equals 109. There are 109 pieces in the pile. (W. F. Schaphorst, M.E.)

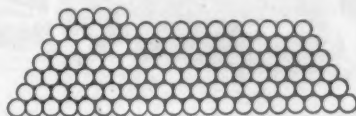


FIG. 2

## Pittsburgh Terminal Plans Reorganization

Pittsburgh Terminal Warehouse and Transfer Co.'s plan of reorganization has been filed by Robert G. Sproul, trustee, in Federal Court, and Feb. 28 was hearing date fixed. Authorized capital stock of 60,000 shares of \$10 par value is planned by new corporation, each holder of a first mortgage bond of the company in principal

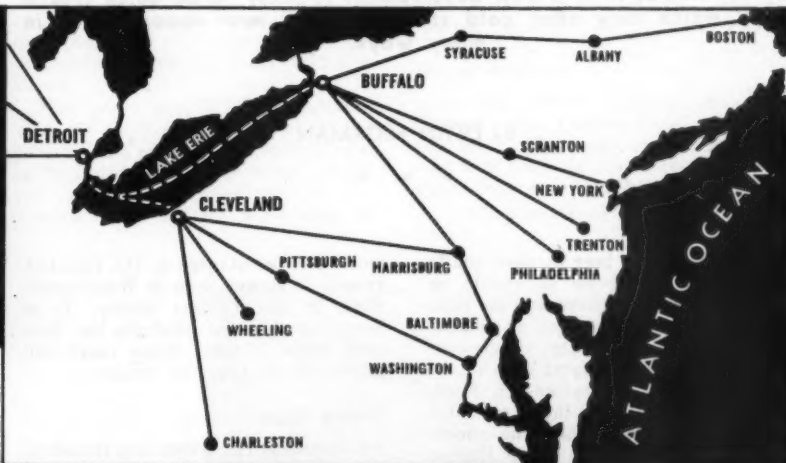
amount of \$1000 receiving 25 shares of common stock in the new corporation. Remaining 10,000 shares of common stock not allocated to bond holders are to be retained by the corporation and offered for sale at prices to be set by directors. Proceeds are to be used to meet the needs of the new corporation.

**HOW TO  
SPEED  
YOUR FREIGHT  
IN THIS  
VITAL AREA**

From the Atlantic Seaboard  
to the Great Lakes Region  
**SHIP VIA**



**LAKE-TRUCK  
SERVICE**



## FAST, ECONOMICAL, EFFICIENT SERVICE

Save time, save money by using joint truck-lake service when shipping freight west or east between any eastern point and the Great Lakes region or beyond. Especially favorable joint truck-lake rates now in effect. Direct interchange with all motor truck lines at D&C docks in Detroit, Cleveland, and Buffalo. Huge capacities of D&C steamers avoid delays . . . new dock-handling equipment

speeds up loading and reduces possibility of damage.

**CONVENIENT SCHEDULE:** Shipments received any night at Detroit or Cleveland up to 11 P.M. for arrival at Cleveland or Detroit at 7 A.M. next morning . . . at Buffalo or Detroit up to 5 P.M. any night (after about May 15) for arrival at 9 next morning. Free pick-up and delivery at all ports.

**DETROIT & CLEVELAND NAVIGATION CO.**  
DETROIT CLEVELAND BUFFALO



Hop picking machine in operation

# HOPS

**The war has hastened many changes in the harvesting, storage and shipment of this ancient and valuable crop. After the war, many authorities believe, a new development is likely to be quick frozen hops which may offer cold storage plants new opportunities in many ways.**

By ERVIN HICKMAN

EVERY time a beer drinker quaffs his favorite brew he should be thankful for hops. Hops and the raising, storage and distribution thereof is an important industry. Hops constitute the second largest crop in the Yakima Valley in Washington State.

The story of this industry dates back to the 1860s when the shoots originally were brought from Europe to New York State. Hop shoots were then carried to the far west by a pioneer bearing the name of Ezra Meeker. Meeker not only liked his ale he was also an authority on the subject. He wrote a book on the raising of hops that is still used by growers in the hop industry.

Meeker brought his hop shoots to a village called Puyallup. From there the growing spread over the west coast but never did very well because of downy mildew, a disease that attacks the vines wherever the climate is too damp. Hops require much water from irrigation sources, not rainfall. The Willamette Valley in Oregon has

much acreage planted to the vine but growth is slower than in Washington State in the Yakima Valley. It is here that the vine produces the first year while it takes three years for production to begin in Oregon.

## Frozen Hops

Concerning the frozen hop industry, which is more or less still in an experimental stage, two years ago, last September, enough hops were put in cold storage at the Moffatt freezing plant in Grandview, Wash., to make approximately three dried bales of hops. Last fall, after having the hops in freezing for two years, enough was taken out to dry one bale.

The drying process was done at the Seedless Hop Ranches near Grandview by A. A. Poirier. The drying was done quicker and more efficiently than regular drying. The baled hops were brought to Yakima, to the Washington State Hop Producers offices. From there samples

of the baled hops were sent to various brew-masters throughout the country.

According to George Segal, pioneer of the frozen hop industry, who maintains offices at 50 E. 42nd St., New York, 17, N. Y. the hops were just as good as freshly dried hops, and those who experimented stated they could find nothing wrong with them.

## Storage of Hops

The hops are stored in sacks or cardboard boxes. After they are picked and you have just the cluster, they are put in cardboard boxes or regular hop sacks and then placed in the freezing unit.

Storage charges for the hop industry vary, but on the whole there is a charge of about 20c. per bale for the first 30 days, and 15c. per month thereafter.

Hops are hardy perennials that grow from shoots. They grow each year as much as 25 ft. in length. The cost of \$1000 per acre to grow the vine is considered usual. This includes land, labor, millions of poles and thousands of feet of wire.

In a town called Tappico, west of the city of Yakima, the first hops were planted in 1900. The first crops were light in production. Moxee next became the center of the industry with about 18 bales to the acre being average production.

More than \$12,000,000 worth of hops were harvested in the Yakima Valley this year. The best grade brought 76c. per lb. A few dyes and several drugs are by-products of the hop vine.

One of the leading hop growers in the Washington State area is the firm of Gamache and Gamache. It has more than 600 acres near Sunny-side and about 800 acres at its Yakima Chief Ranch.

## Rapid Growth

As stated before, the vine grows rapidly and, according to an expert, Willard Harnden, a growth of seven inches in 24 hours is not unusual. All but a few feet of the hop vine is cut at the time of harvesting and in the spring is trimmed back to the stump which is under ground. Each year the stump gets larger and each year puts out a number of new shoots. At the first training, strings of heavy twine are stretched from the stump to wires hanging from poles 10 to 15 ft. overhead.

About two or three of the hardy shoots are used. The rest are cut away. The ones used are entwined around the strings so they will climb upward over the overhead cross wire. Poles for the hops are set about 20 ft. apart. The wires are less than 10 ft. apart and criss-cross the entire field. From about April until harvest time which comes early in September the vines trail the strings

## International Standard of Values

**APPROVAL** "by the majority of those in this country best fitted by training and experience to assure its workability" should precede launching of any plan for stabilization of world currencies, Ernest R. Breech, president, Bendix Aviation Corp., told the Board of Governors of the Reserve City Bankers' Assn., New York, recently.

"The plans on which we are working for greater international cooperation, worthy as they may be, should be formulated only after careful consideration by the best brains of our country," Breech stated.

American industry's experiences during the 1930s, "when any nation's currency values could be changed overnight, when fictitious values were placed on currencies under the control of individual nations, when currencies had one value internally and an-

other value externally," point to the need for an attempt to set an international standard of values, he said, "lest international trade be stagnated again by a repetition of these confused conditions."

Sound extension of bank credit facilities and services will be needed to promote efficient growth of new postwar industries in America "without the necessity for government subsidies or assistance," the Bendix president told the banking group.

He proposed that the nation's bankers complement their staffs with technical experts "who can stay abreast of great developments as a result of research, in order that you may place the facilities of your banking institutions behind those that bear promise."

up to the wires. Dusting applications are used only if spiders or lice appear. Irrigation is employed four to six times during the growing season and when harvest time comes the hop fields look somewhat like giant grape arbors. During the short six months period, the hop vines have grown from the ground—up and over the wires and part of the way back down.

The labor involved in the handling, growing, and harvesting of this vast crop has not changed materially through the years. Back in the 60s, Mexican and Indian hand labor was used extensively in harvesting.

### Recent Changes

During the last five years there have been some changes occasioned by the use of machinery. For years, the clusters of hops were taken from the vines by hand, sacked and then moved to the drying kiln.

Another big grower of hops is George Desmoris of Moxees who has been cultivating the vine for 40 years. Formerly a large camp of Indian harvest hands lived on his farm during the gathering season, and at one time he employed 800 Indian pickers. Most of these came from Canada and Montana with a few from Washington State. With the war, labor problems developed and Desmoris is building a large packing plant which will cost more than \$20,000 when completed, he declared.

Not far from the Desmoris farm is that of Wilfred E. Rivard who began the culture of hops right after he came back from World War I, in 1919. While he has less than 50 acres of land devoted to the raising of hops,

his yield often is much larger than his neighbors.

Rivard uses the stationary harvesting method. In this the vine is cut and trucked to his packing plant where it is put through a huge machine containing many revolving drums. Each drum is equipped with hundreds of wire fingers which strip the vine of its clusters of hops. The hop is then baled for shipment all over the world while the vine residue is ground up and used for field fertilizer.

Five years ago, William Gamache went to California to look over a portable hop picker invented by a man in that state. Gamache made a trial run on the new machinery in the Yakima Valley. Over a hundred of

the machines are now in operation on the 9,000 acres of hop producing area in Washington and 33 of these machines are used by the Gamache firm. The portable picker saves about 50 per cent harvesting costs and time.

Along about the first frost of the year finds the hop harvesting season over which means about a six weeks harvesting period. Frost causes the clusters to break up and the petals fall away. There is a race, of course, among growers to get the product to the drying kilns before this condition arises.

### Drying Methods

Each grower usually has his own drying kiln and baling operation plant. Many of the smallest producers, however, belong to a co-operative organization and thereby pool their resources.

The hops are spread in huge rooms about 20 by 20 ft. in the drying kiln process. They are laid about 36 in. deep and huge fires keep the temperature at about 150 deg. F. Air is blown through the hops by large fans and brought out of the roof by other fans. This procedure will dry a room of hops in 12 hr.

The hops are moved or go to a cooling room from the drying room and from there to a baler. The old and new method of baling is still used. Horses haul a pulley and cable arrangement that compresses the hops into bales of about 200 lb. This is the old method.

### Newer Methods

In the newer method on the Gamache and Yakima Chief ranches, this work is done with electric motors. The hop chute is about 18 in. wide, 48 in. long and 9 ft. deep. The bales

(Continued on Page 118)

Truck and trailer handling 90 bales of hops. Each bale weighs 200 lb.





# Readers' Comment . . .



## G. I. Subscribes . . .

"Through my former employer," writes Sgt. H. F. Newmiller from somewhere in France "I received a Dec., 1944, issue of *DandW*. This is exactly the type of publication I have been seeking, as it fits in with my civilian occupation of industrial freight traffic management.

"In keeping up with current events, which this publication ably does in my field of work, I would like to have you enter my subscription for a year, effective as of Jan. 1945.

"Enclosed is a money order to cover the subscription rate, and if additional charges are required for postage in order that the magazine reaches me here, somewhere in France, I will promptly remit upon your request. This letter used as a basis for my request should be sufficient to meet postal regulations."

(Editor's Note: The entire staff of *DandW* is highly honored by Sgt. Newmiller's commendations. Because he is a member of the armed forces he has been given a special subscription to *DandW*.)

## Routes D and W . . .

"Our executives find the articles in your magazine of great value, not only for keeping abreast of current developments, but for future reference use," writes I. M. Frost, Library Dept. Safeway Stores, Inc., Oakland, Cal.

"Although the Library routes copies to them regularly, occasionally they would like a few extra copies of certain articles for their permanent files.

"At present we are interested in securing additional copies of the following articles: Jan. 1945 issue: "What's in Store for Storage?" p. 35-36, "Cost Factors in Distribution" p. 51-52. March 1945 issue: "An Over-All Approach to Distribution Cost Reduction" p. 16-18, 92-94, 96. "Increased Use of Pallets and Their Standardization" p. 36-37, 106, 108. Feb. 1945 issue: "More Stable Method of Palletizing Developed by Quartermaster Corps" p. 32.

"We realize that because of the paper shortage, and your limited print order, you are frequently unable to supply these extra copies. Therefore, we would appreciate very much receiving your authorization to photostat these and other such articles as may be requested from time to time. The photostats will be distributed only within the organization of Safeway Stores, Incorporated, for reference use without profit. Proper credit will be given to your magazine and the author in each case."

## Pallet Standardization

"We have arrived at the point in our preliminary study of the proposed

simplification and standardization of types and sizes of pallets and skids, where it seems expedient for us to appoint a central or advisory committee," writes Edwin W. Ely, chief, Division of Simplified Practice, U. S. Dept. of Commerce, Washington, D. C., to Matthew W. Potts, *DandW*'s materials handling editor.

"The Army, Navy, Interstate Commerce Commission, railroads, truckers, merchant marine, warehousemen, materials handling equipment manufacturers, and possibly two or three other groups will be represented on this top committee. Subcommittees representing various industries such as groceries, materials handling equipment manufacturers, transportation facilities, etc., are being organized to draft recommendations for the consideration of the central committee.

"We would be pleased to have you serve as a member of this central committee as we feel your experience and constructive suggestions would be invaluable. Very little of your time would be required in connection with the work of the committee. It is hoped that you will accept this assignment in view of your interest in the subject of materials handling equipment."

(Editor's Note: Needless to say, Mr. Potts has accepted this invitation to serve on the committee. As readers of *DandW* know, Mr. Potts has been an advocate for many years of simplification and standardization of methods and practices for more efficient and economical materials handling. His wide experience and practical knowledge should be a substantial help to the committee.)

## Distribution . . .

"In the Jan., 1945, issue of *DandW* there are two articles by Henry G. Elwell, 'Cost Factors in Distribution' and 'What Does a Traffic Department Do?'" writes W. J. McCallum, general traffic manager, Dominion Glass Co., Ltd., Montreal.

"I am most anxious to have a set of tear sheets of both articles if it is possible for you to furnish them. In fact I would like to have two sets of each.

"There are points stressed in these articles which are of extreme interest to me, particularly in connection with an educational plan for the Canadian Industrial Traffic League of which I am vice-president this year."

## Student Request . . .

"In one of my courses at the University of Wisconsin I am working on a project which I am calling 'Development of Air Transportation in the Postwar Period,'" writes Hazel Mundhenke, Madison, Wis.

"In a list of publications I noticed an article entitled 'Flying Freight

Trains' in the January, 1942, issue of your magazine. I hope it may be possible for you to send me a copy of this article. I'm sure it would be very helpful in compiling materials for my project."

## Likes Traffic Articles . . .

"Enclosed is my personal check renewing my subscription to *DandW* for another year," writes R. J. Calhoun, traffic department, Western Air Lines, Inc., Los Angeles, Cal.

"I certainly appreciate and enjoy reading many of the articles that you publish. I notice that lately there are more and more articles on traffic management and I hope you continue to follow this policy."

## Standards in Distribution . . .

"Incidentally," writes C. E. Phelps, executive secretary, Associated Warehouses, Inc., Chicago, "I have been intending to write you for some time complimenting you on your editorial in the Directory issue of *DandW* entitled—'Standards in Distribution.'"

"I think this is one of the most important editorials you have written in the last year, and you are to be complimented on the clear and concise manner in which you have outlined nine standards to work toward.

"I am hopeful that this will start some creative thinking in this direction that will lead to action by the American Warehousemen's Association, as well as other national associations that are in a position to coordinate the efforts of our industry."

## Traffic Manager's Job . . .

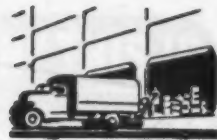
"I was very much interested in reading your tribute to 'The Traffic Manager' which appeared on page 25 of the February issue of *DandW*, but have you given the traffic manager the full credit to which he is entitled?" inquires J. D. Beeler, vice-president and general manager, Mead Johnson Terminal Corp., Evansville, Ind., to J. Leo Cooke, vice-president, Lackawanna Warehouse Co., Jersey City, N. J.

"You state that the production manager keeps the merchandise rolling off the assembly lines, the advertising manager whets the public's interest for the product, the sales manager gets it sold to the retailer and then—"at this vital juncture," the point of sale, the traffic manager steps in. Hasn't the traffic manager a pretty heavy obligation even before the inbound raw materials reaches the production manager?

"It has been our observation that the traffic manager has as much to do to see that there is a regular inbound flow of raw materials as he has to do with the distribution of the

(Continued on Page 114)

# Cold Storage...



## Huge Cold Storage Cars Complete Test Run

The first four of 200 oversize refrigerator cars being built for the Fruit Growers Express Co., recently completed test runs from the Pacific Northwest to Chicago.

Indicative of the size of the cars is the fact that each of the four employed in the experiment has a capacity of over 1400 crates of apples. The four cars carried 5872 boxes, compared with the total of approximately 3200 boxes which can be loaded into four standard refrigerator cars.

Length of the new car is 50 ft.; width 8 ft. 8 in.; and height (from top of floor rack to underside of bunker drain box) 6 ft. 10½ in.

Refrigeration equipment of each car consists of 10 wire basket bunkers holding 1200 lb. of ice each, for a total of 12,000 lb. per car. Five baskets are installed on each side of centerline of the car. Each car is equipped with an underslung heater mounted under the floor. (Herr.)

## Purchases Warehouse

Edward A. DeJarnette, South Boston, Va., warehouseman, purchased the Planters Warehouse at auction for \$116,000. The warehouse has a floor space of 56,246 sq. ft. and is reported the largest one in South Boston. (Toles)

## Procedure to Avoid Microbe Spoilage Offered by Refrigeration Foundation

Because of a number of cases of microbial spoilage reported to the Refrigeration Research Foundation on

### Electronic Heat Device Speeds Food Thawing

An electronic device developed by Federal Radio & Telephone Corp. will thaw frozen foods in a matter of minutes instead of hours or days, the national bakery division of Great Atlantic & Pacific Tea Co. announced recently.

Laboratory tests which have been carried on for the past six months indicate that higher quality pies at less expense will soon be available to consumers. The rapid thawing process permits frozen eggs and other ingredients, such as berries, to move quickly through electronic beams directly into the batter mixtures. Long and expensive waiting periods are avoided.

Fully ripened frozen peaches, which are among the most highly perishable foods, were thawed in 15 minutes during experiments conducted by Dr. William Cathcart, head of A. & P. bakery laboratories. The normal defrosting time for frozen peaches is 20 hr.

frozen foods received by warehouses in apparently good condition and im-

mediately placed in cold storage, H. C. Diehl, director of the foundation has offered the following suggestions in a recent bulletin issued to sustaining members.

"Plant personnel receiving and handling frozen foods should by a little observation and training be able to detect whether cases of frozen foods indeed contain solidly or only partially frozen products. If there is any softness observed, such fact should be carefully noted and brought to the attention of the owner of the goods.

"Temperature readings on the center portion of an occasional case should be made with a suitable armored thermometer carefully inserted with as little damage to contents as possible and left long enough to obtain a true reading.

"Any unusual appearance or condition of cases, or of the car or truck in which they are delivered, should be noted and checked on intelligently and promptly.

"Instructions for storing completely frozen foods have often been stated essentially; off the floor, away from walls and ceiling, and stack solid; because the less air movement through the stack the better, since the goods are frozen and need to be protected primarily against heat leakage from the exterior.

"However, because of the conditions encountered lately, when there is any doubt whatsoever that the foods have not been thoroughly frozen before receipt or are not then completely frozen due to whatever cause, it may be better to store frozen foods with vertical spaces of a few in. between every second tier and with horizontal spaces between every other layer, provided by conventional strip dunnage, properly placed both for tying the stack and providing air movement.

"Under all conditions, always use floor dunnage (for instance, 2 x 4's laid on the narrow side in parallel position) so that the air flow beneath the load is not impeded and the ventilation spaces extend in the direction such air flow naturally takes if induced mechanically.

"Under all conditions, keep frozen foods away from walls and ceiling or defrosting troughs, 1½ to 2 ft. in the latter case and 1 ft. at least from 'warm' walls so that free freezing air movement about the stack is possible.

"Avoid piling frozen foods, about which there is any doubt as to their keeping quality, in locations in freezer rooms where there may be an unrefrigerated room elevator shaft, driveway beneath or adjacent."

## Pacific Shippers Win in 26 Year Fight; ICC Grants Improved Rail Transportation

Climaxing 26 years of effort, fruit and vegetable shippers in the north-west Pacific area have been granted protective refrigerator car service to the Atlantic coast, and inside temperature control. The Interstate Commerce Commission recently ruled, after eight years of investigation, that the changes in procedure asked by the Pacific shippers were just and reasonable.

In its published conclusions, the ICC requested that transportation companies establish new rates predicated upon the findings of the investigation; that rates be charged per carload, rather than per 100 lb.; that service be on the basis of inside temperatures of the car rather than on the temperature outside; and that the improved service be extended to the Atlantic coast. The new rates are to go into effect July 11.

Ivan L. Plette, manager, Yakima Valley Traffic & Credit Assn., one of the leaders in the movement to obtain improved service, said that the changes authorized by the ICC should bring better returns to growers and shippers, and better fruits and other perishable products to consumers.

Western carriers, while filing objections to the shippers' petition, were not energetic in their opposition. Attorneys for eastern lines, on the other hand, filed strong objections, and asserted that shippers of apples and pears in the northwest did not want to pay for services.

The Northwest Perishable Traffic Bureau responded that while shippers were ready to pay reasonable fees, they were unwilling to assume excessive costs for inferior service.

**IT'S UP TO YOU  
TO HELP MAKE  
2=3 WITH...**

A job for seasoned executives—this 7th War Loan! Especially when we've got to make 2 war loans total just about as much as all 3 in 1944! Putting this over demands the combined and *continued* efforts of the "No. 1" men of American industry.

This means marshaling your plant drive to make every payday—from now 'til June 30th—do its share toward the success of the 7th. Directing the drive is not enough. It's equally important to check to see that your directions are being carried out—intelligently!

**For example, has every employee had:**

- 1 an opportunity to see the new Treasury film, "Mr and Mrs America"?
- 2 a copy of "How To Get There," the new Finance Division booklet?
- 3 a new bond-holding envelope with explanation of its convenience?
- 4 7th War Loan posters prominently displayed in his or her department?
- 5 information on the department quota—and an urgent personal solicitation to do his or her share?



If you haven't a copy of this important booklet, "7th War Loan Company Quotas," get in touch immediately with your local War Finance Chairman.

*The Treasury Department acknowledges with appreciation the publication of this message*



Remember, meeting—and beating—your highest-yet 7th War Loan quota is a task calling for "No. 1" executive ability. Your full cooperation is needed to make a fine showing in the 7th! Do not hesitate to ask your local War Finance Chairman for any desired aid. It will be gladly and promptly given.

★ This is an official U. S. Treasury advertisement prepared under the auspices of Treasury Department and War Advertising Council ★



**ELECTRIC PROTECTION**

against

**FIRE • BURGLARY • HOLDUP**

Aero Automatic Fire Alarm

•  
Sprinkler Supervisory and  
Waterflow Alarm Service•  
Watchman Supervisory and  
Manual Fire Alarm Service•  
Burglar Alarm—Holdup Alarm**ADT**

Controlled Companies of

**AMERICAN DISTRICT TELEGRAPH CO.**

155 Sixth Avenue

New York, N. Y.

Central Station Offices in all principal cities

**5 REASONS WHY THIS IS***"The Caster  
of the  
Future"***"Floating-Hub" Sprung Wheel, Shock-Absorbing Casters that:**

1. protect materials in transit
2. make casters roll easier
3. prolong the life of equipment
4. protect floors
5. lengthen the life of casters

These new "Floating-Hub" casters will eventually make the common type of *unsprung wheel* caster as obsolete as a Model T Ford. Investigate their use on your trucks and portable equipment. Available in 6", 7", 8" and 10" sizes.

**THE BASSICK COMPANY, Bridgeport 2, Connecticut**

Division of Stewart-Warner Corp., Chicago, Ill.

Canadian Factory: Stewart-Warner-Alamite Corp.  
of Canada Ltd., Belleville, Ontario.**Bassick**MAKING MORE KINDS OF CASTERS  
MAKING CASTERS DO MORE**Equipment — Services — Supplies**

**Classified Index to General Advertisers of Equipment, Services and Supplies for Shippers, Carriers and Warehousemen**

**ADHESIVES (Waterproof)**

Phelan-Faust Paint Mfg. Co. . . . . 74

**AIR EXPRESS**

Air Transport Association of America . . . . . 39

American Airlines, Inc. . . . . Front Cover

Braniff Airways, Inc. . . . . 39

**ALARMS (Fire)**

American District Telegraph Company . . . . . 67

**BARREL TRUCKS (Hand)**

West Bend Equipment Corp. . . . . 70

**BATTERIES (Storage)**

Edison Stge. Battery Div. Thomas A. Edison, Inc. . . . . 55

Electric Storage Battery Company . . . . . 21

Philco Corp. Stge. Battery Div. . . . . 29

When writing advertisers please mention D and W

**SEAL**VALUABLE  
SHIPMENTSFOR — **SAFE DELIVERY**THE WORLD FAMOUS  
**B.B. SEAL**

You get increased protection for your shipments when Chicago Seals are used to prevent tampering.

The B.B. Seal, for example, is used widely by warehouses, railroads and other carriers because it has proven itself to be most effective in the reduction of shipping losses. Of *one-piece* construction, the B.B. Seal, once sealed, cannot be broken without exposing the break conspicuously. And that is the secret of the perfect seal . . . to detect the break easily.

The standard B.B. Seal is 8 inches long. May be consecutively numbered and lettered at no extra cost. Numbered in duplicate if desired.

Write for new, free catalog describing the entire line of Chicago Seals, no obligation.

Standardize on Chicago Seals . . . They're Better!

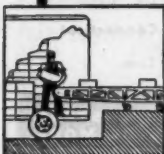
**CHICAGO CAR SEAL CO.**

634-46 N. WESTERN AVE.

BRUNSWICK 9400-01

CHICAGO 12, ILLINOIS

## For Profitable FREIGHT HANDLING



### FARQUHAR PORTABLE CONVEYORS

Freight handled by Farquhar Freight Type Portable Conveyors goes faster... with less manhandling time and expense. In warehouse, on the shipping platform, these conveyors handle bags, boxes, cartons, crates, cases, hampers, bundles, etc., weighing up to 500 lbs. each. Five types of mounting afford quick application to a large number of situations. Write Farquhar for Bulletin No. 391 (Featherweight) and Bulletin No. 432 (Heavy Duty Freight Conveyor).

# Farquhar

Portable Machinery Division

**A. B. FARQUHAR COMPANY**  
203 Duke Street York, Pennsylvania

## HAISS HEAVY DUTY CARGO CONVEYOR



For Bags,  
Boxes, Bales,  
Bundles, etc.  
to be loaded,  
unloaded,  
stacked  
or stowed

Ball-bearing-belt-roller machines with 30 inch wide belts—in 20, 25, 30 or 35 ft. length. Gasoline or electric motor drive.

Also low headroom and special purpose conveyors.

Catalog and prices  
on request

**GEORGE HAISS MFG. CO., INC.**  
Canal Place & E. 144th St., New York 51, N. Y.

For Over 50 Years Builders of High Grade Materials Handling Equipment

68—D and W, June, 1945

CUT COST • INCREASE SPEED

## FILCO

## EASY-RIDE CONVEYORS



This modern gravity conveyor carries cases or cartons to any department speedily and efficiently! Sturdily constructed reversible curves, straight sections. Permanent or portable; with or without adjustable supports. Our engineers can solve your problems—write us your requirements and ask for illustrated folders.

Immediate Delivery of Standard Units

**The FILTER PAPER Co.**

4 E 24th St. Equipment Division Chicago

## MERCURY

Over 33 years' experience in the design, manufacture, and installation of materials handling equipment stands back of every Mercury product. Consult Mercury before you buy. Write for Catalog 7-11.

THE MERCURY MANUFACTURING CO.  
4104 S. Halsted St., Chicago 9, Ill.



"A-310" Caster Steer Trailer



"Tug" Electric Tractor



"Sany" Gas Tractor



Elevating Platform Trucks  
—4000 & 6000 pounds



Fork Trucks—Capacities  
3000 to 6000 pounds

### BODIES (Truck & Trailer)

Anthony Company, Inc.	50
Gerstenslager Company	53
Herman Body Company	7

### BRINE

Solvay Sales Corporation	72
--------------------------	----

### CAR SEALS

Chicago Car Seal Company	67
--------------------------	----

### CARGO PLANES

Curtiss-Wright Corporation	33
----------------------------	----

### All-Purpose 'Toters'

Although originally produced under pressure of war emergency to replace metal utility baskets using critical material, the all-purpose, newly improved "toters," offered by Andrew Technical Service, 3553 N. Halsted St., Chicago 13, Ill., are now preferred in many instances to metal units because many specific advantages have been demonstrated.

In specialized industry, the trend is strongly toward this non-metal "toter," widely applicable to shop use, stock room, shipping room—even office use for handling mail, stationery, material on way to file, etc. Jobbers of electrical parts, surgical supplies, office supplies, laboratory supplies, hardware and other sundries have found them just the thing for assembling orders. Rigidly constructed of special impregnated, compressed fibre-board of great strength, these "toters" possess enough "give," unlike metal or wood, making them ideal for glassware or other fragile articles.

Other advantages worth noting are: water and oil resistant; saves wear and tear on tables, conveyors, counters; sloping sides allow stacking to save space when not in use. They are quieter; no metallic clang, or nerve wracking din. To take hard knocks, rims are strengthened with extra reinforcement (triple-thick around handle slots). Wood cleats fastened to under-side, serve as skid bars to facilitate sliding, also add strength and rigidity. Available for immediate delivery in three handy sizes.

Don't assume you can't get equipment—inquire.

# Fast Handling

GET A  
POWERFUL  
LIFT  
WITH A  
LINK-BELT  
SPEEDER

## CUTS PRODUCTION COSTS

Handling is a factor in production, even though it is often overlooked, or treated as "overhead".

Link-Belt Speeder quick-moving, powerful, maneuverable cranes make short work of lifting, stacking, loading or unloading materials, simplify handling methods and cut lost motion in various assembly operations.

In the Link-Belt Speeder line there are 25 models, crawler or wheel mounted with capacities ranging upward from five tons. For lower handling costs, reflected in lower production costs, consult your Link-Belt Speeder Distributor.



## LINK-BELT SPEEDER

Builders of the Most Complete Line of  
**SHOVELS-CRANES-DRAWLINES**  
LINK-BELT SPEEDER CORPORATION, 101 W. DERSHING ROAD, CHICAGO 9, ILL.  
A DIVISION OF LINK-BELT COMPANY

### CASTERS (Truck)

Bassick Company .....	67
Nutting Truck & Caster Company.....	75
Rapids-Standard Co., Inc.....	69
Service Caster & Truck Div. of Domestic Industries, Inc. 76	
Thomas Truck & Caster Company.....	75

### CLOCKS (Time & Watchmen's)

American District Telegraph Company.....	67
--	----

### CONVEYORS (Gravity)

Filter Paper Company (Conveyor Equipment Div.)....	68
Rapids-Standard Co., Inc.....	69

### CONVEYORS (Portable or Stationary)

Farquhar Company, A. B.....	68
Filter Paper Company (Conveyor Equipment Div.)....	68
Hais Manufacturing Co., Inc., Geo.....	68
Mercer-Robinson Company, Inc.....	70
Rapids-Standard Co., Inc.....	69

### COVERS (Piano & Refrigerator)

New Haven Quilt & Pad Company.....	73
------------------------------------	----

### CRANES (Industrial Truck)

Baker-Raulang Company .....	1
Hyster Company .....	23
Link-Belt Speeder Corp. ....	69
Mercer-Robinson Company, Inc.....	70

When writing advertisers please mention D and W



Load or unload quickly! Rapid-Wheel Portable Gravity Conveyor saves valuable time in man-hours and truck-service-hours!

Shippers realize the heavy toll of time and energy that it takes to keep the supply lines moving. Gravity as the motivating power does the back-breaking job of carrying the load from truck to loading dock. . . . Save time and labor with 10' Sections of Rapid-Wheel Conveyor!

The faster set-up and quick, easy assembly features of Rapid-Wheel Conveyors — equipped with patented Cam-Lock Supports — are available for YOUR use!

Write today! Avail yourself of this time saver in 10' sections.

THE Rapids-Standard co., inc.

SALES DIVISION  
390 PEOPLES NAT'L BANK BLDG.  
GRAND RAPIDS 2, MICHIGAN



## Materials HANDLING EQUIPMENT



### Veteran Expeditors!

Tractor Cranes—Trailer Trucks,  
Stacking Elevators. Fork Lift Trucks  
Hoisting Units, etc. for Warehouses, Airport  
Pier and Yard Service. Literature on Request.

**MERCER ENGINEERING WORKS, INC.**  
WORKS: CLIFTON (ALLWOOD) N. J.

Sole Sales Representative—Mercer-Robinson Co., Inc.  
30 CHURCH ST., NEW YORK 7, N. Y.

## HIGH-STACKED BUNDLES

Speedily Handled

WITH A  
**Weld-Bilt**

PORTABLE  
ELECTRIC  
ELEVATOR

ONE OF THESE easy-to-use  
Portable Electric Elevators will  
make short work of high-stacking  
bundles in cars or storage.

Telescopic or hinged type. Fast  
— safe — available in many  
styles and capacities.



CATALOG 504-A will be  
mailed you upon request.

"Weld-Bilt"  
PRODUCTS

**WEST BEND EQUIPMENT CORP.**

231 WATER STREET, WEST BEND, WISCONSIN

MATERIALS HANDLING ENGINEERS

Hydraulic Lift Trucks, Two and Four-Wheel Trucks, Towing Machines,  
Skid Platforms, Barrel Trucks and Racks, Portable Elevators and  
Special Equipment

## DEATH!

TO RODENTS

## 3 WIZO WAYS

for a 100% Kill!

### 1 WIZO RAT BLUE BOARDS.

The new method of exterminating rats. Holds them firmly. Rats can be disposed of quickly and simply. Eliminates decomposition.

### 2 WIZO RAT PASTE. Spread

thinly on small squares of bread. Exceedingly appetizing to rats and mice. They die in the open searching for water and air.

### 3 WIZO MICE DESTROYER.

Specialty prepared bait seed. Attractive flavor to every type of mice. Kills instantly.

Vary your methods on rats and mice—use all 3 WIZO products  
Write for particulars

**ELKAY PRODUCTS CO., 323 West 16th St., N. Y. 11**

## DECALS

Meyercord Company ..... 8

## DOLLIES

Nutting Truck & Caster Company ..... 75

Service Caster & Truck Div. of Domestic Industries, Inc. 76

Thomas Truck & Caster Company ..... 75

## DOOR OPENER (Box Car)

Mining Safety Device Company ..... 71

## ELEVATORS (Portable or Stationary)

Mercer-Robinson Company, Inc. .... 70

Revolator Company ..... 71

Service Caster & Truck Div. of Domestic Industries, Inc. 76

West Bend Equipment Corp. .... 70

## END GATE (Elevating)

Anthony Company, Inc. .... 52

Fruehauf Trailer Company ..... 8

## ENGINES (Diesel)

International Harvester Company ..... 55

## Splined Type Rivnut

A new Rivnut of the splined type suitable for use in wood, plastics, leather, hard rubber or other material where it is necessary to firmly anchor a nut for attaching accessories has been announced by The B. F. Goodrich Co., Akron, O.

This type is in addition to the regular line of Rivnuts now being adapted for use in many fields, including aircraft, automotive, refrigeration and electrical equipment. The Rivnut was originally developed by the company for use in the aviation industry.

## Aero Valve

A patented heat and ventilator control unit known as the Aero Valve has been announced by Smith-Mautz Co., aircraft parts and accessories manufacturers, Glendale, Cal.

The Aero Valve is said to be many times as efficient as the old type butterfly unit which it replaces. The unit originally was developed for the aircraft industry. Its corrosion resistance and strength assure long, trouble-free operation for any air or heat control application, it is stated, particularly in the marine, air conditioning, or bus transportation field. It has 36 positive control stages, and is designed like a camera shutter, with 15 to 18 shutter segments, and is available in five model sizes with openings from two to seven inches in diameter.

Don't assume you can't get equipment—Inquire.

## HELPS ELIMINATE COSTLY ACCIDENTS!

### MONARCH

#### ONE MAN CAR DOOR OPENER

One man can open the most binding, balky box car door with the Monarch Car Door Opener.

No strained muscles  
No slips or falls  
No broken arms, legs or mashed fingers  
No fatalities  
No time wasted  
No "gangs" needed  
No time lost

MINING SAFETY DEVICE CO., Dept. DW, Bowerston, Ohio

ONLY \$17<sup>50</sup>  
EACH  
Priority Needed

## RED GIANT LIFTRUCKS

Conserve Labor and Cut Costs



For Maneuvering in Cramped Space RED GIANT Model G with Full Side Lift is Recommended.

### FOR THAT POST WAR COMPETITION

Equip your plant with these handy, husky, hand trucks for more efficient moving of materials in shop, stockroom and warehouse and for platform loading to truck or freight car. Ideal for use in conjunction with REVOLVATOR PORTABLE ELEVATORS and REVOLVATOR HYDRAULIC RAMP ELIMINATORS.

NOTE: TIMKEN ROLLER BEARING® standard equipment. Other outstanding features insure best liftruck value. Send for catalog and compare.

## REVOLVATOR Co.

DESIGNERS AND MANUFACTURERS OF MATERIAL HANDLING EQUIPMENT

396 86th ST.

NORTH BERGEN, N. J.

Since 1904

## HERE'S THE NEW QUICK WAY TO FIX BROKEN CONCRETE FLOORS



There's no need to tie up plant traffic while broken concrete floors are being repaired. Durable INSTANT-USE will restore your floors to solid smoothness in a hurry. This new plastic resurfacer is ready for use almost as soon as it's put down. Bonds tight to old concrete, makes long-lasting heavy duty patch. Withstands extreme loads.

### TAMP! TRUCK OVER!

Simply shovel INSTANT-USE into the hole or rut—tamp—and your floor is ready for traffic without the usual wait for setting. Keep a drum on hand for emergencies. Immediate shipment.

REQUEST DESCRIPTIVE FOLDER and Details of FREE TRIAL OFFER



## INSTANT-USE

### FLEXROCK COMPANY

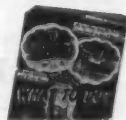
3687 Filbert St., Philadelphia 4, Pa.

Please send me complete INSTANT-USE information and details of FREE TRIAL OFFER—no obligation.

Name .....

Company .....

Address .....



### FIRE EXTINGUISHING EQUIPMENT

General Detroit Corporation.....132

### FLOOR PATCHING & RESURFACING

Flexrock Company.....71

### FORK TRUCKS

Baker-Raulang Company.....1  
Hyster Company.....23  
Mercury Manufacturing Co.....68  
Towmotor Corporation.....32

### FREIGHT TERMINALS

Harborside Warehouse Company, Inc.....Back Cover  
Lehigh Warehouse & Transportation Co., Inc.....Second Cover

### GENERATORS (Gas-Electric)

Ready Power Company.....72

### HOISTS (Electric)

Harnischfeger Corporation.....72

### HOISTS (Hydraulic)

Anthony Company, Inc.....52

### HOOKS (Safety Hoist)

American Chain Ladder Co., Inc.....73

### INSECTICIDES

Solvay Sales Corporation.....72

When writing advertisers please mention D and W

D and W, June, 1945—71

## READY-POWER

**EQUIPPED ELECTRIC TRUCKS**




**IT'S  
POWER  
THAT  
COUNTS**

**SAVE TIME ★ SAVE MONEY**

For new or existing electric trucks we manufacture a complete line of Gas-Electric Power Units—not complete trucks. Write for information mentioning type of new trucks contemplated or make and type now operated.

**GIVES  
BEST  
OVERALL  
PERFORMANCE**

**THE READY-POWER CO.**  
3845 GRAND RIVER AVE. • DETROIT, MICHIGAN

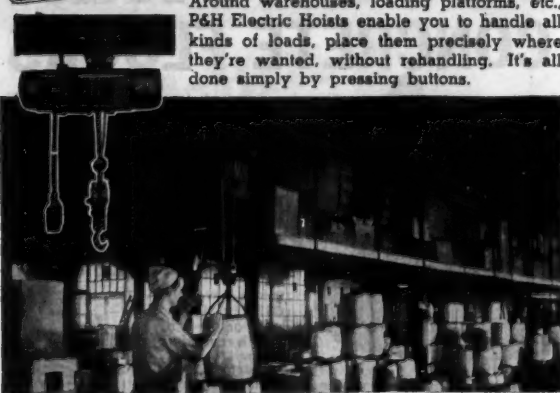


HANDLE IT

## THRU-THE-AIR

**Faster — Easier — At Lower Cost**

Around warehouses, loading platforms, etc., P&H Electric Hoists enable you to handle all kinds of loads, place them precisely where they're wanted, without rehandling. It's all done simply by pressing buttons.



There are all sizes and types of P&H Electric Hoists to handle every load from 250 pounds to 15 tons. They're adaptable to all types of monorail systems. Write today for free catalogs filled with helpful information about "thru-the-air" handling.

General Offices: 4621 W. National Ave., Milwaukee 14, Wis.

**HARNISCHFEGER**  
CORPORATION

HOISTS • WELDING ELECTRODES • MOTORS • EXHAUSTS • ELECTRIC CRANES • ARC WELDERS

72—D and W, June, 1945

## How to Prevent Damage From Moths

USE

### SOLVAY PARA-DICHLOROBENZENE

Para-dichlorobenzene, properly used, is recommended by the U. S. Dept. of Agriculture as an actual moth killer.

Kills moth larvae and also deodorizes as it prevents moth damage.

Write for complete folder containing simple, easy-to-follow instructions. Prices for 100 and 200 lb. drums on request. Write today to Dept. DX-6.

#### SOLVAY SALES CORPORATION

*Alkalies and Chemical Products Manufactured by  
The Solvay Process Company*

**40 Rector Street New York 6, N. Y.**



#### JACKS (Lift)

Nutting Truck & Caster Company

Thomas Truck & Caster Company

#### LIFTS SPECIAL (Hand)

Revolator Company

#### MATERIALS (Ind. Bldg. Maintenance)

Flexrock Company

#### MOTOR TRUCKS

Ford Motor Company

International Harvester Company

Mack Manufacturing Corp.

Studebaker Corporation

White Motor Company

#### "Fi-Repel"

General Detroit Corp. and the General Pacific Corp. have announced a new underwriters approved paint which protects wood and other materials against fire hazard. Called "Fi-Repel," it is said to have been endorsed by Underwriters' Laboratories and other leading testing bureaus for protection of all interior combustible surfaces.

"Fi-Repel" is made for use in factories, warehouses, hangars, garages, schools, hospitals, hotels, homes, and wherever else fire protection is necessary. It is shipped as a concentrated paste. After dilution it can be applied with brush or spray to the surface to be protected. One concentrated gallon, at standard dilution, it is said, will cover as much as 185 sq. ft. with two coats. Standard color is bone-white, but tints may be added. Details may be obtained by writing General Detroit Corp., 2270 E. Jefferson Ave., Detroit 7, or General Pacific Corp., 1800 S. Hooper St., Los Angeles 21, Cal.

Don't assume you can't get equipment—Inquire



Not merely built, but

**Engineered**  
for Utmost Safety

Everywhere—under exacting conditions — ACLC Hoist Hooks are doing the big, important jobs . . . faster and better . . . with greater safety to life, limb and load.

• Patented construction which includes a self-mousing action, provides true alignment of load and hoist; eliminates load slippage and hook straightening.

• Shearing of pin would fail to dislodge load. Safety shoulders and lip lock would still hold.

• No snagging on hatches, carnes, etc.—a common fault in ordinary hooks.

• Each size of ACLC Safety Hoist Hook replaces 4 sizes of ordinary hooks, resulting in SUBSTANTIAL SAVINGS in inventory.

• While ordinary hooks require 4 to 5 pounds of metal per ton load lift, ACLC Hooks require less than 1 pound.

**American CHAIN LADDER Company Inc.**

151 East 50th Street

New York 22, N. Y.

**PACKAGING MATERIALS**

Phelan-Faust Paint Mfg. Co. . . . . 74

**PADS (Canvas Loading)**

New Haven Quilt &amp; Pad Company . . . . . 73

**PADS (Kersey)**

New Haven Quilt &amp; Pad Company . . . . . 73

**PAINT (Obliterating)**

Phelan-Faust Paint Mfg. Co. . . . . 74

**RACKS (Storage)**

West Bend Equipment Corp. . . . . 70

**RAT GLUE BOARDS**

Elkay Products Company . . . . . 70

**REFRIGERATED BODIES (Truck & Trailer)**

Fruehauf Trailer Company . . . . . 8

Gerstenslager Company . . . . . 53

Herman Body Company . . . . . 7

**SEALS (Car & Truck)**

Chicago Car Seal Company . . . . . 67

**SKIDS**

Nutting Truck &amp; Caster Company . . . . . 75

Service Caster &amp; Truck Div. of Domestic Industries, Inc. 76

Thomas Truck &amp; Caster Company . . . . . 75

West Bend Equipment Corp. . . . . 70

When writing advertisers please mention D and W

Limited quantity.

**SUPER-DREADNAUGHT PADS**

Fairly prompt delivery.

**Prompt Delivery On****RECONDITIONED BURLAP PADS**

with cloth binding on all four sides.

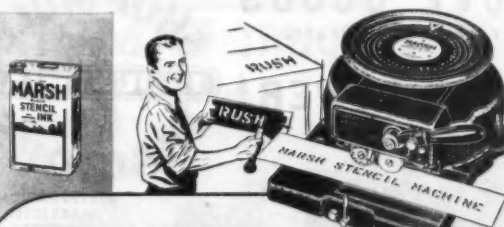
**Grand Piano Moving Skids****Webbing of All Kinds****Rubber Caster Dollies****Burlap Slings****FORM-FIT COVERS FOR**

Refrigerators, Radios, Living Room—

Dining Room—Bedroom Furniture

**NEW HAVEN QUILT & PAD CO.**

82 FRANKLIN ST., NEW HAVEN 11, CONN.

**FIRST**

"First year—saved \$600 in shipping room," say users of Marsh Stencil Machines, Brushes, Inks! WPB, railroads, truckers recommend stenciling. Easy to use, three sizes to meet Gov't Spec., 1", 3/4", 1/2". For sample stencil, shippers' handbook and prices, pin this to business letterhead, with your name.

MARSH STENCIL MACHINE CO.  
22 Marsh Building  
Belleville, Ill., U. S. A.

**MARSH**  
**STENCIL MARKING**

# Phelan's

## MATERIALS FOR OVERSEAS PACKAGING AND PROCESSING

### IDENTIFICATION FINISHES

for Overseas  
Shipments

Medical Corps Maroon  
No. 103  
Engineer Corps Red  
No. 105  
Signal Corps Orange  
No. 107  
Quartermaster Corps  
Green No. 113  
Ordnance Yellow  
No. 120  
Transportation Corps  
Gray No. 124  
Air Forces Light Blue  
No. 118  
Chemical Warfare Service  
Deep Blue No. 115  
White and Black

### MASK-LAK OBLITERATING PAINT

Blocks out thoroughly and completely all old markings. Provides an ideal surface for re-stenciling.

- \*Dries to a lustreless neutral tan color
- \*Can be used on wood, metal, or fibre cases
- \*Covers solidly with one stroke of the brush or one pass of the spray gun
- \*Dries to handle and re-mark within 5 minutes
- \*Thins with VMP Naphtha
- \*Available for immediate shipment in gallon and 5-gallon containers

USED BY: Medical Corps, Engineer Corps, Signal Corps, Ordnance and Quartermaster Corps. Purchased by all branches of the service.

### CEMENTSPAR WATERPROOF ADHESIVE

Cements labels, attaching them firmly and permanently. Protects markings with a transparent, weatherproof, water and oil repellent protective coating.

- \*Waterproof, Weatherproof, Oil Proof and Brine Proof
- \*Transparent as glass
- \*Labels are dry to handle instantly
- \*Easy to use with brush or spray
- \*Adheres equally well on wood, metal, or paper shipping container surfaces
- \*Available for immediate shipment in gallon and 5-gallon containers

USED BY: Medical Corps, Engineer Corps, Ordnance, Chemical Warfare Service, Signal Corps and Quartermaster Corps. Purchased by all branches of the service.

WRITE OR WIRE FOR SAMPLES TODAY

**PHELAN-FAUST PAINT MFG. CO.**  
ST. LOUIS 11, MO.

## MOVE GOODS

FASTER • CHEAPER  
WITH

## MULE POWER!



### SHOP MULES NEVER "LOAF"

SHOP MULES never get tired. . . .  
SHOP MULES never have "hang-overs."  
Drivers are proud as Peacocks . . .  
and a single SHOP MULE, with one driver,  
often saves up to eight men. Many of  
America's best operated warehouses use  
models pictured—

A3 VICTORY  
SHOP MULE

WRITE  
FOR BULLETINS  
OR CONTACT NEAREST  
INTERNATIONAL HARVESTER  
INDUSTRIAL DEALER

\* All Models Are Underwriters' Laboratories Approved!

W. F. HEBARD & CO. • 2433 S. STATE ST. • CHICAGO 16, ILL.  
CREATORS AND MANUFACTURERS OF SHOP MULES SINCE 1914

### SNOW PLOWS

Hebard & Company, W. F. . . . . 74

### STENCIL MACHINES

Marsh Stencil Machine Company . . . . . 73

### STRADDLE TRUCKS

Hyster Company . . . . . 23

### TIRES (Motor Truck)

Fisk Tire Co., Div. U. S. Rubber Co. . . . . 5

### E-Z Drill Grinder

Working with aircraft tool engineers, Fred F. Ten Eyck 758 S. Irolo St., Los Angeles 5, Cal., and his production experts have evolved the E-Z Drill Grinder which is not only a simple jig but is practically fool proof and can be set up quickly on a grinder frame or on a bench adjacent to the grinding wheel.

The E-Z Drill Grinder has been simplified to the point where only a few standard motions would produce a factory finish on a dull drill in less than half a minute, even when done by an inexperienced girl. This new drill grinder has a new protractor feature which enables it to be set quickly for three different drill point angles, depending upon the hardness of the material upon which the twist drill is to be used.

It is extremely rugged and because of its simplicity is produced in large quantities and at a fraction of the cost of the older and heavier, stationary types of twist drill sharpeners. It sharpens all round shank drills from the shortest to 11 in. long—3/32 in. to 1 1/16 in. diameter.

Don't assume you can't get equipment—inquire.

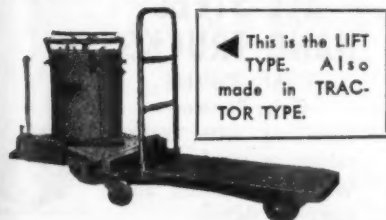
## SALSBUURY TURRET TRUCK

ANOTHER *Nutting* PRODUCT

### Rolls up a 15% Ramp With a TON Load . . .

The Salsbury Turret Truck will pull 4,000 lbs. up a 10% grade; 8,000 lbs. up a 5% grade; up to 12,000 lb. trailer load on smooth level surface. The Salsbury automatic clutch and transmission give you unequalled maneuverability on ramps.

Gear ratio changes automatically as required by load and speed—no gears to shift. Just feed the gas and it goes! Low in price—economical—made in 3 types.



◀ This is the LIFT TYPE. Also made in TRACTOR TYPE.



(Above) CARGO TYPE

Manufactured by

**NUTTING TRUCK & CASTER Company**

1422 DIVISION ST., FARIBAULT, MINNESOTA

under license of Salsbury Corp. Nutting also makes a complete line of Floor Trucks, Wheels, Casters.



**FLOOR TRUCK LEADERSHIP SINCE 1891**

#### TRACTORS, INDUSTRIAL (3 or 4 Wheel)

Baker-Raulang Company	1
Hebard & Company, W. F.	74
International Harvester Company	55
Mercury Manufacturing Co.	68
Towmotor Corporation	32

#### TRAILERS, INDUSTRIAL

Hebard & Company, W. F.	74
Mercury Manufacturing Co.	68
Nutting Truck & Caster Company	75
Service Caster & Truck Div. of Domestic Industries, Inc.	76
Thomas Truck & Caster Company	75

#### TRAILERS (Motor Truck)

Fruehauf Trailer Company	8
Herman Body Company	7
Highway Trailer Company	51
Trailmobile Company	2

#### TROLLEYS (Monorail)

Harnischfeger Corporation	72
---------------------------	----

#### TRUCKS, ELEVATING PLATFORM (Powered)

Baker-Raulang Company	1
Hyster Company	23
Mercury Manufacturing Co.	68

#### TRUCKS, LIFT (Hand)

Revolator Company	71
Service Caster & Truck Div. of Domestic Industries, Inc.	76

When writing advertisers please mention D and W

## THOMAS TRUCK of Keokuk



THOMAS MAKES



4 WHEEL TRUCKS



2 WHEEL TRUCKS



CASTERS



RUBBER WHEELS

Safety One Man

## BARREL TRUCK

- Trucker never touches barrel
- Automatic loading and unloading
- Sliding two-in-one chime hook
- Safe — no backstrain
- Balanced — truck carries load
- Easy rolling — Hyatt bearings
- Lifetime use — welded steel

A Cinch for One Man

Safer, faster, easier way for one to handle barrels, drums, kegs up to 1000 lbs. Chime hook engages rim and cast steel prongs slide under drum instant trucker pulls truck back. That's all there is to it! Rubber tired wheels.

Write for New Catalog No. 43

THOMAS TRUCK & CASTER CO.

2400 MISSISSIPPI RIVER, KEOKUK, IOWA

D and W, June, 1945—75





## Service Trailers Are Built To Take a Beating and Like It

It's a tough life trailers lead these days—yet you just can't take the time to "baby" aging or frail units. It's a situation made to order for Service Trailers. Just a greasing now and then, and they'll keep hauling 24 hours a day, day after day, with no time out.

The Service Fifth Wheel Trailer shown is an extra heavy duty model—handles 8,000 lb. loads easily. Like all Service Trailers, it's husky throughout...from frame to running gear. Every feature that contributes to strength and long, maintenance-free service...to smooth rolling and easy operation has been built into them. Available with choice of automatic or hand couplers...choice of wheels, etc. Write today for book "Trailers by Service".

### SERVICE TERMINAL TRAILER

All-purpose, normal-duty trailer of caster-steer type. Easy to pull from a trailer train and spot. Structural steel frame and chassis, arc-welded into a rigid unit. Unbreakable FORGEWELD casters and running gear, Hyatt bearing equipped to assure easy operation. In 3,000, 4,000 or 5,000 lb. capacity.



SERVICE CASTER & TRUCK DIVISION of Domestic Industries, Inc.

517 N. Brownwood Avenue, Albion, Michigan  
Eastern Factory: 432 Somerville Ave., Somerville  
(Boston) Mass. Toronto, Canada: United Steel Corporation, Ltd., SC&T Co. Division



# SERVICE

POWER LIFT TRUCKS • MANUAL  
LIFT TRUCKS • LIFTERS • CRANES  
TRUCKS & TRAILERS • DOLLIES  
SKIDS • CASTERS • WHEELS

76—D and W, June, 1945

## TO MEET EXACT TRUCK NEEDS



PLATFORM and HAND  
NOSE TRUCKS for various  
Warehouse and Cargo use.

Write for details and prices.



45 Trucks with round corners, no projecting parts.

ORANGEVILLE MFG. CO.  
Orangeville (Col. Co.), Pa.



Fig. 284-A  
A popular  
Warehouse  
Truck

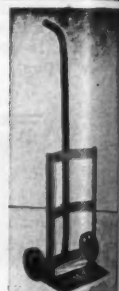


Immediate delivery  
No priority required

## ALL STEEL HAND TRUCKS

Light—Durable  
Quiet Running

Furnished with either  
rubber or steel wheels.  
Write for prices and  
complete details.



SCHMIDGALL MANUFACTURING CO.

"Over 30 years dependable service"

307 Cass Street

Peoria 2, Ill.

### TRUCKS, PLATFORM (Hand)

Mercer-Robinson Company, Inc.....  
Nutting Truck & Caster Company.....  
Orangeville Manufacturing Co. ....  
Rapids-Standard Co., Inc.....  
Service Caster & Truck Div. of Domestic Industries, Inc.....  
Thomas Truck & Caster Company.....  
West Bend Equipment Corp.....

### TRUCKS, PLATFORM (Powered)

Baker-Raulang Company .....

### TRUCKS, SPECIAL (Hand)

Nutting Truck & Caster Company.....  
Schmidgall Manufacturing Co. ....

### TRUCKS, STEVEDORE

Nutting Truck & Caster Company.....  
Orangeville Manufacturing Company.....  
Schmidgall Manufacturing Co.....  
Service Caster & Truck Div. of Domestic Industries, Inc.....  
Thomas Truck & Caster Company.....  
West Bend Equipment Corp.....

### WATER TRANSPORTATION

Detroit & Cleveland Navigation Co.....

### WHEELS (Industrial Truck)

Nutting Truck & Caster Company.....  
Thomas Truck & Caster Company.....

Don't assume you can't get equipment—Inquire

# PUBLIC WAREHOUSE SECTION

# ALABAMA—ARKANSAS—CALIFORNIA

## BIRMINGHAM, ALA.

1880—Sixty-five Years of Service—1945

### HARRIS TRANSFER & WAREHOUSE CO.

8 South 13th St., Birmingham 1

— FIREPROOF WAREHOUSES —

Merchandise and Household Goods

• STORAGE • CARTAGE • DISTRIBUTION • FORWARDING  
Pool Cars Handled

Member of A.C.W.—A.W.A.—N.F.W.A. Agents for Allied Van Lines, Inc.

## BIRMINGHAM, ALA.

### STRICKLAND TRANSFER & WAREHOUSE CO.

1700-1702 2nd Ave. So., Birmingham 3



General Merchandise Storage and Distribution  
Pool Car Service a Specialty—Motor Truck Service  
Centrally Located—Free Switching from All R.R.s.

## BIRMINGHAM, ALA.

### WITTICHEN

BONDED



Transfer & Warehouse Co.  
831 North 19th St., Birmingham 2

Fireproof Warehouse  
Household Goods and Merchandise  
Pool Car Distribution  
Members: A.W.A. & M.W.A.



## DOOTHAN, ALA.

### SECURITY BONDED WAREHOUSE

500-501 East Commerce St.

POOL CAR DISTRIBUTION

SERVING

S.E. Alabama  
S.W. Georgia  
N.W. Florida

Receiving—STORAGE—Handling.  
Motor Freight Service to all points.  
6-car Private Siding. Reciprocal Switching.  
Efficient—Conscientious Branch House Service.

## MOBILE, ALA.

### Merchants Transfer Company

9 So. Commerce Mobile 3

HEAVY HAULING—STORAGE

Pool Cars and General Merchandise—Bonded

Authorized Transfer Agents

A.T.&N., G.M.&N., L.&N., M.&O. &  
Southern Railroads, Pan Atlantic S/S Corp.

## MONTGOMERY, ALA.

### Alabama Transfer & Warehouse Co.

P.O. Box 164, Montgomery 1

BONDED — FIREPROOF —  
WAREHOUSE  
STORAGE & DISTRIBUTION

Members N.F.W.A. — A.W.A. — A.C.W. —  
A.V.L.

## MONTGOMERY, ALA.

### MOELLER TRANSFER & STORAGE CO.

210-220 COOSA ST., MONTGOMERY 1

Merchandise and Household Goods

Low Insurance Rate Bonded Trucking Service  
Pool Car Distribution

Members: A.W.A., N.F.W.A., So. W.A.

## LITTLE ROCK, ARK.

### COMMERCIAL WAREHOUSE CO.

801-7 East Markham Street

A Complete Branch House Service — Fire-  
proof Sprinklered — Low Insurance —  
Private Railroad Siding — Quick Service.



Represented by  
NEW YORK BILLY DISTRIBUTION INC. CHICAGO  
10 WEST 42ND ST. NEW YORK 18 1033 DEWEY AVE. CHICAGO

## LITTLE ROCK, ARK.

Arkansas' Largest Warehouse  
Merchandise—Household Storage



Absolutely  
Fireproof  
Low  
Insurance  
Rates  
Pool Car  
Distribution  
Compartments  
for household  
Goods

### TERMINAL WAREHOUSE CO. LITTLE ROCK ARKANSAS

Member American Warehousemen's Association  
American Chain of Warehouses  
Agent for Allied Van Lines, Inc.

## LOS ANGELES, CAL.

OPERATING WAREHOUSES  
IN PRINCIPAL CALIFORNIA CITIES



### BEKINS VAN & STORAGE CO.

1335 S. FIGUEROA ST.  
Luckie Waller, Manager

## LOS ANGELES, CAL.



STORAGE  
DISTRIBUTION  
TRANSPORTATION

CALIFORNIA WAREHOUSE  
1248 WHOLESALE ST. LOS ANGELES 21  
Merchandise Exclusively Sprinklered—A.D.T.

## LOS ANGELES, CAL.

PROMPT REMITTANCES

### CROWN TRANSFER & STORAGE CO.

1201 E. 5th St.

Los Angeles

45 So. Arroyo Parkway

Pasadena

SHIPPING TO AND FROM ALL EASTERN CITIES  
POOL CAR DISTRIBUTION—L.C.L. SHIPMENTS  
We specialize in transferring household goods for company personnel.  
R. T. CHRISTMAS THREE DECADES OF SERVICE

## LOS ANGELES, CAL.

AN "ASSOCIATED WAREHOUSE"

### DAVIES WAREHOUSE COMPANY

GENERAL OFFICES: 164 SOUTH CENTRAL AVE., LOS ANGELES 18  
First merchandise warehouse in Los Angeles—and STILL the  
FIRST... Established 1893... MORE THAN ORDINARY  
SERVICE... We invite inquiries relative to your ware-  
house problems.

MEMBERS: A.W.A. SINCE 1898... C.W.A. ... L.A.W.A.

## LOS ANGELES, CAL.

Completely Equipped  
Merchandise  
LOS ANGELES WAREHOUSE CO.  
316 Commercial Street  
Household Goods

## LOS ANGELES, CAL.

SERVING THE PACIFIC COAST & THE MOST POPULAR MOVER IN THE WEST

Member  
NFWA  
& AWA



### LYON

VAN & STORAGE CO.

General Office: 1900 So. Vermont Ave.  
Frank A. Payne, Pres.  
Henry M. Burgess, Vice Pres.

# LEGAL NEWS...

By LEO T. PARKER  
Legal Editor

## Authority Presumed

A modern higher court has held that when a Public Service Commission renders a decision pertaining to granting a permit to a motor carrier, the court to which an appeal is taken will presume that the decision is correct.

For example, in *Victor Truck Lines, 186 S.W. (2d) 98, Tex.*, the commission granted a permit to a carrier which rendered services in transportation of war materials. On an appeal the higher court approved this decision, although the next higher court reversed it.

This court said that where war materials are to be hauled, this fact called for liberal construction or laws

and regulations involving granting permits.

## Carrier Owns Stock

Recently, a higher court held that a railway company may own stock in a motor transportation company, and then legally make a contract with a trucking company for carrying railway freight at stipulated rates on the basis of a named sum per month for rental of the trucks, plus an additional amount for the mileage traveled.

See *Cleveland, Columbus, and Cincinnati High, 60 N.E. (2d) 166*. This court explained that under the above mentioned arrangement or contract the railway company does not become

a motor carrier nor does trucking company lose its character as a common carrier.

## Tenants Negligent

Very seldom do the courts hold a tenant liable in damages for a fire loss.

See *17 N.W. (2d) 870*, where the owner of a building sued a tenant for damages and alleged that his negligence in storing gasoline caused the fire. The fact that this case was reported in April, 1945, and involved a building leased as a storage and garage place of business results in the decision being of unusual importance.

## License Law Invalid

Generally speaking, the higher courts hold valid all reasonable license laws intended to promote safety, and general welfare of citizens. However, all other license laws are invalid.

For illustration, in *Independent Warehouses, Inc., v. Scheele, 40 Ad. (2d) 796, N. J.*, it was shown that a municipality passed an ordinance which required warehousemen to obtain licenses. This ordinance fixed the license fee at  $\frac{1}{4}$  of a cent per square foot of storage space. In holding the ordinance invalid, the court said:

"It seems to us that the enactment of this ordinance was not a reasonable exercise of the police power for the promotion of public health, safety or general welfare but was an arbitrary attempt to

LOS ANGELES 21, CAL.

## METROPOLITAN WAREHOUSE COMPANY

Established 1924

Incorporated

W. H. Tyler  
General Manager

1340-56 E. Sixth St.  
(Tel. Trinity 9861)

**FACILITIES**—270,000 sq. ft.: Fireproof, reinforced concrete const.; Sprinkler sys.; A. D. T. alarm service. Ins. rate, 11.7. Siding on A. T. & S. F. Ry.; capacity, 18 cars; free switching. Ample Motor Truck Platforms—Sheltered.

**SERVICE FEATURES**—Pool car distributors. Motor transport service available. Space for lease: Storage; Offices; Cooler Rooms.

**ASSOCIATIONS**—Calif. W. A.; Los Angeles W. A.

LOS ANGELES, CAL.

MEMBER OF A.W.A.

## PACIFIC COAST TERMINAL WAREHOUSE COMPANY

1340 E. SIXTH ST. LOS ANGELES 21, CAL.  
MERCHANDISE STORAGE AND DISTRIBUTION  
Located in the heart of the Wholesale District

LOS ANGELES, CAL.

Estab. 1915

## PACIFIC COMMERCIAL WAREHOUSE

INCORPORATED  
MERCHANDISE STORAGE AND DISTRIBUTION  
325 EAST THIRD STREET  
Los Angeles, California  
ZONE 10

Now offering space for storage and distribution of civilian commodities. Advise your specific requirements and we will be glad to outline our complete services, rates, etc.

★ Certificated public utility ★

LOS ANGELES, CAL.

## Overland Terminal Warehouse

Served by



1807 East Olympic Blvd.  
Los Angeles 21

General Merchandise Storage

Sprinklered—A.D.T.

U. S. Customs Bonded Warehouse No. 11  
Cool Room Accommodations

For Complete Information Write Us Direct  
or Handle with Our Associates

CROOKS TERMINAL WAREHOUSE, INC.

CHICAGO 7 NEW YORK 26 KANSAS CITY 7  
483 W. Harrison St. 271 Madison Ave. 1104 Union Ave.

Or Nearest General Agency Union Pacific Railroad

LOS ANGELES, CAL.

1817-1825 INDUSTRIAL ST., LOS ANGELES 19

## Star Truck & Warehouse Co.

COMPLETE FACILITIES EFFICIENT SERVICE  
SPRINKLERED—A.D.T.  
Storage Distribution Drayage  
Represented by Distribution Service

389,000 Square Feet  
New York

117 Paces Motor Equipment  
Chicago San Francisco



LOS ANGELES, CAL.

**UNION TERMINAL WAREHOUSE**

General offices, 737 Terminal St., Los Angeles 21

Free and U. S. Customs bonded storage. The largest, most complete and efficient Warehouse and Distribution Service in the West. Insurance Rate as low as 10.3 cents per \$100 per year. Daily motor truck service to all parts of the city and Los Angeles Harbor.

W. E. TEAGUE, Pres.  
B. F. JOHNSTON, Gen. Mgr.

LOS ANGELES, CAL.

**WESTLAND WAREHOUSES, INC.**

Established 1922

G. G. Franklin  
General Manager

4814 Loma Vista Ave.  
Tel. Lafayette 1101

**FACILITIES**—352,355 sq. ft. Fireproof, rein. conc. Sprinkler Sys. Watchmen. Ins. 1¢ per mo. Siding: L.A. Junc. Ry., 48 cars. Free switch.: A.T.&S.F., S.P., U.P. and P.E. Ample Motor Truck platforms.

**SPECIAL SERVICES**—Pool cars. Daily mot. transp. to So. Calif. points. Free pickup.

**ASSNS.**—A.W.A., C.W.A., L.A.W.A., M.T.A.S.C.

OAKLAND, CAL.

SINCE 1900

**GENERAL MERCHANDISE**

Warehousing—Distributing—Draying

**HOWARD TERMINAL**

95 Market Street, Oakland 4  
Warehouses Steamer Piers



SACRAMENTO, CAL.



**LAWRENCE**  
Warehouse & Distributing Co.  
**STORAGE**

MERCHANDISE — HOUSEHOLD GOODS  
POOL CAR DISTRIBUTING — DRAYAGE  
Your Detail Handled as You Want It

20th & JAY STS., P.O. BX. 1194 SACRAMENTO 6

SACRAMENTO, CAL.

ARTHUR E. TRAVIS, Owner

**WESTERN VAN & STORAGE CO., Inc.**

1808-22nd St.

Sacramento, 6, Cal.

Merchandise and Household Goods Warehouse

Specializing in General Merchandise, Hops and Flour. Private Siding on S.P.R.R.—10-Car Capacity. Distribution of Merchandise and Household Goods Pool Cars.

SAN FRANCISCO, CALIF.

"Where the West begins and Distribution starts."



**GIBRALTAR WAREHOUSES**

201 California St., San Francisco 11

OPERATED IN CONJUNCTION WITH

OVERLAND FREIGHT TRANSFER CO.

AND  
TILDEN SALES BUILDING

SAN FRANCISCO, CAL.

**HASLETT WAREHOUSE COMPANY**

240 Battery Street, San Francisco 11

Largest and most complete storage and trucking

service on the Pacific Coast

Operating in San Francisco, Oakland,

Stockton and Sacramento

S. M. HASLETT - President

Member: American Warehousemen's Assn.

American Chain of Warehouses, Inc.

raise revenue by discriminating against the business in the guise of license fees."

"This court gave another reason for invalidity of this ordinance, as follows: the merchandise was shipped interstate and stored for convenience of the consignee. In other words, the journey of the merchandise was simply interrupted for the purpose of storage and not for sale."

On the other hand, see another leading decision *Lehigh & Wilkes v. Junction*, 68 A. 806. In this case the reasonable taxation of stored merchandise was sustained because it was not subject to interstate commerce. The merchandise was stored indefinitely in the warehouse until sold.

**Space Used By State**

Modern higher courts consistently hold that all persons and corporations must pay a "reasonable" sum for use of warehouse space if no agreement was made regarding the storage charges. Otherwise, the "reasonable" payment rule is not applicable.

For illustration, in *Erie v. State Liquor Control*, 155 Pac. (2d) 201, Mont., a warehouse owner named Erie sued the state to recover \$20 per month for a seven-year period, as the reasonable value of the use by the State Liquor Control Board of certain premises as a liquor warehouse.

The state produced as evidence a contract signed by Erie in which the latter agreed to perform certain personal services, as a distributor of

liquor, and furnish the premises to be used as a liquor warehouse, including light and heat therefor, at the agreed amount of \$75 per month.

Therefore, the higher court refused to hold that the state must pay an additional sum for use of the warehouse space, saying:

"Plaintiff (Erie) wholly failed to prove facts upon which an implied agreement by defendants (state) to pay the reasonable rental value of the building space involved could be based."

**Consignor Liable**

A higher court has held recently that the federal statute forbidding delivery of a shipment without payment of the freight charges by the consignee is not intended to affect or restrict a contract between the consignor and carrier.

For example, in *East Texas Motor Freight Lines v. Franklin County Distilling Co.*, 184 S. W. (2d) 505, Tex., it was shown that a consignor failed to sign the nonrecourse provision in a bill of lading, which provided that the carrier shall not make delivery of the shipment to the consignee without payment of freight and all other lawful charges.

The carrier, the East Texas Motor Freight Lines, delivered a shipment of liquor to a consignee without collecting the freight charges amounting to \$281.84. In doing so it violated Section 323 of Title 49, U. S. C. A., and the Rules of the Commission as

to extending credit to the consignee. Notwithstanding these facts the higher court held the consignor liable for payment of the freight charges, saying:

"The consignor of freight under bill of lading, failing to sign the nonrecourse provision, is liable for the legitimate freight charges on the shipment."

This court explained that the extension of freight charges from the consignee, before delivery, is not intended for the benefit of the consignor, but it is for the protection of the carrier.

**Sues Carrier and Surety**

Considerable discussion has arisen from time to time over the legal question: Can a suit be filed against both a common carrier and its surety, or must each be sued separately.

In *Piedmont Fire Insurance Co., Inc. v. Burlington Truckers, Inc.*, 32 S. E. (2d) 755, S. C., this legal question was presented the court.

The court held that where the law requires a common carrier to procure liability and property damage insurance, or a surety bond, both the common carrier and its insurer may be sued jointly by the consignor.

**Contractor v. Employee**

An employer is not liable for payment of compensation, under the Workmen's Compensation Act, for in-

juries to an independent contractor. However, such employer is liable to an employee.

For illustration, in *Firestone v. Cox Transportation Co.*, 59 N. E. (2d) 147, O., it was shown that the Cox Transportation Co. made a contract with the owner of a motor truck and trailer to lease the vehicles. The agreement provided that the owner should be deemed the employee of the company who assumed all duties and liabilities of an employer, although the owner was required to keep his vehicles in repair.

The owner of the vehicles was killed and the question presented the court was whether the company was responsible for payment of compensation to the widow.

In holding that the owner of the vehicles was an employee, whereby the company is liable for compensation payment, the court said that the principal test to determine whether one is an employee is: if the employer reserves the right to control the manner or means of doing the work, the relation created is that of employer and employee.

Also, this court explained that if the manner or means of doing the work is left to one who is responsible to the employer only for the result, an independent contractor relationship is created.

### Boy Killed

Any negligence resulting in injury

or death of a child will result in the negligent person being liable in damages.

For illustration, in *Hodkinson v. Parker Transfer and Storage Co.*, 18 N. W. (2d) 924, S. D., it was shown that a motor truck owned by the Parker Transfer and Storage Co. stuck in mud and some children helped the driver free it. Then the driver suddenly backed the truck and crushed a boy between the truck and an old body top. The boy died instantly. Suit was filed against the storage company to recover damages for the death of the child. The court held the storage company liable in damages.

### Employee Unload

In a recent decision, in *Maxwell v. Kurn*, 185 S. W. (2d) 9, Mo., the higher court held that all employees who unload interstate shipments of merchandise are subject to all laws relating to interstate employees.

### Lessor Not Taxable

Modern higher courts will not permit "double taxation," nor will they "stretch" state laws to make lessors of equipment subject to laws affecting common carriers.

For example, in *Harrington v. Cobb*, 185 S. W. (2d) 133, Tex., it was shown that the owner of motor trucks rented them for 15c. per mile to motor carriers and contract carriers. The

higher court held that the owner of the trucks was not "operating or causing to be operated" vehicles transporting property for compensation, and hence was not required to pay a state occupation tax on gross receipts on "motor carriers."

This court also held that when a state presumably collects tax on freight hauled in equipment which it leases from the owner, the latter cannot be compelled to pay a gross receipts tax on the rentals of this equipment.

### Injures Employee

A warehouseman who forcibly ejects an employee, or other person, from his place of business is liable in damages.

For illustration in *Stady v. Martocello Warehouse*, 40 Atl. (2d) 694, Pa., it was shown that a warehouse employee claimed a warehouseman owed him \$75 wages. The employee went to the warehouse and was told: "Get an attorney." The employee said, "I do not need an attorney. I am talking to you as man to man. When am I going to get paid?" The employee testified that the warehouseman said, "I am not going to pay you a cent, and you will like it. Now get out! Get out!" and at that moment "ripped off his glasses, and made a dive and pinned me around the waist."

The jury rendered a verdict of \$600 in the employee's favor. The higher court reduced the verdict to \$300.

#### SAN FRANCISCO, CAL.

##### MARKET STREET VAN & STORAGE

TIM GRIFFIN, Pres.

JIM CUMMINS, Sec.-Treas.

1875 Mission St., San Francisco 3

Efficient and Prompt Service

Operating 3 Warehouses; total space 90,000 sq. ft. Low Insurance Rates; Accessible to all Railroads; Sprinkler System, Vault Storage, Pool Cars Distributed.

Members NFWA, Agent Allied Van Lines, Inc.



#### SAN FRANCISCO, CAL.

Member:  
America Warehouseman's Association  
Distribution Service, Inc.

Complete  
Warehousing  
SERVICE



General Merchandise  
United States Customs and  
Internal Revenue Bonded Storage.  
Draying and Pool Car Distribution.  
Office Accommodations and Telephone Service.

SAN FRANCISCO WAREHOUSE COMPANY

635 Third Street, San Francisco 7

Sutter 3461

#### SAN FRANCISCO, CAL.

MEMBER: Allied Distribution, Inc.

##### SOUTH END WAREHOUSE COMPANY

Free Storage—Custom Bonded—Internal Revenue Bonded  
Drayage Service

King and Company

Draymen

#### STOCKTON, CAL.

CHAS. C. WAGNER, Pres.

##### PACIFIC STORAGE CO.

517 N. Hunter St. Stockton, Cal.

Merchandise—Household Goods—  
Drayage

Ship thru the PORT OF STOCKTON for economical  
distribution in Central California.

Intercoastal Terminal Rates apply at Stockton.



#### DENVER, COLO.



##### THE BANKERS WAREHOUSE COMPANY

TELEPHONE MAIN 5259 • 2145 BLAKE STREET • DENVER, COLORADO

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION  
A.D.T. Protection—Private siding C. & G.—U.P. Also operate  
Warehouse at Brighton, Colo.

Represented By  
Associated Warehousemen, Inc.—Chicago & New York City



#### DENVER, COLO.

Warehousing with our organization means rapid service with utmost economy  
Sprinklered thruout, Free switching  
Pool and stop over cars stored or distributed  
Centrally located

##### KENNICOTT WAREHOUSES INC.

1700—16 Street

Denver 17, Colo.

An authoritative interpretation of the recent  
Supreme Court decision on basing prices appears on page 15 of this issue.

# Why Should We Keep it DARK

?

IN THE DENVER AREA  
WE SERVE  
YOU BEST!



Modern, Fireproof Warehouses.  
Offices and Special Services.  
17-Car Sidings. Free Switching.  
Financial Responsibility.

Write, wire or telephone.

**NORTH DENVER**  
*Transfer & Storage Co.*

Office 2016 BLAKE ST. . . . DENVER, COLORADO

Represented by **ALLIED DISTRIBUTION INC.** CHICAGO  
11 WEST 43RD ST. PHIL. 6-0966 1529 NEWBERRY AVE. MON. 5531

CALIFORNIA—COLORADO—CONNECTICUT

DENVER, COLO.

**WEICKER** Complete Service

- ★Mds. & Hhg. Goods Storage
- ★Pool Car Distribution
- ★Moving, Packing, Forwarding

We Operate the Weicker Transportation Co., a statewide, daily motor freight service under regulation of the Public Utilities Com. Connection with Interstate Truck Lines to Principal Cities.

SILVER VAULTS, CEDAR LINED RUG VAULT,  
FUMIGATING VAULT, PRIVATE LOCKERS



**THE WEICKER TRANSFER & STORAGE CO.**

1700 Fifteenth, Denver 17, Colo.

Member of N.F.W.A.—A.C.W.—A.W.A.  
Agent, Allied Van Lines

PUEBLO, COLO.

Member of May. W.A.—A.W.A.—Colo. W.A.



**BURCH** WAREHOUSE AND  
TRANSFER CO., INC.

General Office and Warehouse  
200 SO. SANTA FE AVENUE  
Modern Sprinklered Fireproof Building—Freight Forwarding  
and Distribution—Household and Merchandise Storage  
PACKING AND SHIPPING

Represented by **ALLIED DISTRIBUTION INC.** CHICAGO  
11 WEST 43RD ST. PHIL. 6-0966 1529 NEWBERRY AVE. MON. 5531

PUEBLO, COLO.

128-130 SOUTH MAIN

**WEICKER** TRANSFER &  
STORAGE CO.

- Modern Sprinklered Building
- Pool Car Distribution
- Household and Merchandise Facilities
- Freight Forwarding and Distribution

★AGENT ALLIED VAN LINES—



BRIDGEPORT, CONN.



**The Bridgeport Storage Warehouse Co.**

General Offices 10 Whiting St.

Bridgeport 1

General Merchandise Storage and Distribution

Total Storage Area 67,000 Sq. Ft.

Household Goods, Moving, Packing and Shipping

N. Y., N. H. and H. R. Siding



BRIDGEPORT, CONN.

**CILCO TERMINAL COMPANY, Inc.**

535 SEAVIEW AVENUE, BRIDGEPORT, CONN.

DEEP WATER TERMINAL and STORAGE WAREHOUSES

INTERCOASTAL and FOREIGN STEAMSHIP PIERS

STEVEDORE CONTRACTORS—GENERAL CARGO STORAGE

DIRECT AT STEAMER PIER

TRANSFER and DISTRIBUTION TO ALL CONN. & MASS. PORTS

BRIDGEPORT, CONN.

E. G. Munney, Pres. J. G. Hyland, S. Pres.

**HARTFORD DESPATCH**  
and WAREHOUSE CO., Inc.

137 SEAVIEW AVENUE BRIDGEPORT, CONN.

U. S. Bonded Warehouses—Pool Car Distribution—Household and Merchandise Facilities—Private Siding—Our fleet covers Connecticut and Massachusetts daily. Warehouses at Hartford, Conn., and Springfield, Mass.

Members: NFWA—AWA—ACW—AYL Agents

HARTFORD, CONN.

E. G. Munney, Pres. J. G. Hyland, S. Pres.

**HARTFORD DESPATCH**  
and WAREHOUSE CO., Inc.

410 CAPITOL AVENUE, HARTFORD, CONN.

U. S. Bonded Warehouses—Pool Car Distribution—Household and Merchandise Facilities—Private Siding—Our fleet covers Connecticut and Massachusetts daily. Warehouses at Bridgeport, Conn., and Springfield, Mass.

Members: NFWA—AWA—ACW—AYL Agents



**HARTFORD, CONN.**

**NATIONWIDE MOVING**  
**DESPATCH & STORAGE CO. TRUCKING**  
 9 Center St., Hartford 5, Conn.  
 15,000 sq. ft. of Storage Space—Design shipments  
 via N.Y., N.H. & H.R.R.  
 Members: Independent Movers and Warehousemen's  
 Assn., Conn. Motor Truck Assn., Hartford Better  
 Business Bureau, Nationwide Group of Movers and  
 Warehousemen.

**HARTFORD, CONN.**

Established 1902  
**SILLENCIE**  
**Warehouse Co., Inc.**  
 HOUSEHOLD GOODS EXCLUSIVELY  
*Fireproof Warehouses*  
 NWA CWA CMTA C&C

**NEW HAVEN, CONN.**

**DAVIS STORAGE COMPANY**  
 M. E. KIELY, Pres.  
 335 East St., New Haven 2, Conn.  
 Modern Fireproof Merchandise Warehouse  
 Private seven-car siding, adjacent to Steamship and  
 R. R. Terminals. Pool and stop over cars distributed.  
 Merchandise Storage.  
 Motor Truck Service to all towns in Connecticut.  
 Low Insurance Rate. Prompt, Efficient Service.  
 Member of Connecticut Warehousemen's Assn.

**NEW HAVEN, CONN.**

**NEW HAVEN TERMINAL, INC.**  
 30 Waterfront St., New Haven 9, Connecticut  
 Truck, Rail and Deep Water Terminal Warehouse—  
 45 car siding—open storage.  
 Pier 500 ft. long—2 Berths—28 ft. M.L.W.  
 ADT Watchman and Fire Alarm Service

**NEW HAVEN, CONN.**

**STORAGE and DISTRIBUTION**



Merchandise, automobiles, fur-  
 niture—33 buildings—ADT su-  
 pervised watchman service—  
 Low insurance rates—15 car  
 siding—Central location—Daily  
 truck delivery service covering  
 Connecticut and southern Mas-  
 sachusetts—  
 Bonded with  
 U.S. Customs.



**THE SMEDLEY CO.** 145 Brewery St.,  
 New Haven 11, Conn.  
 Members: AWA, NFWA, CWA, New Haven Chamber of  
 Commerce, Hauling Agent Allied Van Lines, Inc.

Member NATIONAL FURNITURE WAREHOUSEMEN'S ASSN.  
 Agent ALLIED VAN LINES, INC.

**NEW HAVEN, CONN.**

**West Haven Trucking Company**  
**Storage Warehouses**  
 Offices, 435 Congress Ave., New Haven 11  
 Moving and Storage of Household  
 Goods Exclusively  
 Member Connecticut Warehousemen's Association

**TORRINGTON, CONN.**

Established 1860  
**The E. J. Kelley Co. Storage Warehouses**  
 Main Office, Torrington, Conn.—Telephone 9243  
 One of New England's Largest Trans-  
 portation Companies  
 Household Goods Packed, Stored, Shipped.  
 Merchandise Storage and Distribution.  
 Pool Cars Distributed in All Parts of Connecticut.  
 Branch Offices in Bridgeport, Hartford, New Haven &  
 Waterbury, Conn.; Springfield & Worcester, Mass.

**LEGAL**

**Questions and Answers**

... The Legal Editor will answer legal questions on all subjects covered  
 by D and W. Send him your problems, care of this magazine. There will  
 be no charge to subscribers for this service. Publication of inquiries and  
 Mr. Parker's replies give worthwhile information to industry generally

**Lessor's Liability**

**Question:** We had a contract to  
 rent equipment as a tractor and  
 trailer from its owner. The equip-  
 ment was for use in interstate com-  
 merce and the contract provided that  
 the owner must furnish the operator  
 of the vehicle and keep the equipment  
 in good operating condition. The  
 question is this: Is the owner of the  
 equipment or our company liable for  
 injuries sustained and caused by this  
 operator? **Rains Storage Co.**

**Answer:** See *Garfield v. Smith*, 59  
 N. E. (2d) 287, Mass. In this case  
 the owner or lessor was required by a  
 written contract condition, and was  
 responsible for any repairs that be-  
 came necessary during the trip. The  
 operator remained the representative  
 of the lessor to the extent necessary  
 to protect the property of the lessor.  
 The lessee was liable for any damage  
 sustained by the equipment and

caused by a regular employee of the  
 lessee but not including damage due  
 to the negligence of the operator. The  
 tractor and trailer collided with an-  
 other vehicle whose owner sued to re-  
 cover damages. The higher court re-  
 fused to render a verdict until the  
 jury listened to all testimony and de-  
 termined whether the lessor or lessee  
 controlled or instructed the operator.

Therefore, if the testimony shows  
 that the lessor has full control over  
 the operator and you merely pay to  
 have work done, the lessor is solely  
 liable for negligence of the operator.

**Statute Liability**

**Question:** Is a contract valid by  
 which an employee agrees to work for  
 less wages than required by the Fed-  
 eral Wage Law? What must be in a  
 contract of this nature to relieve a  
 warehouseman from liability on fu-  
 ture suits? **Woester Co.**

**Answer:** The question to be deter-  
 mined in your case is whether a suit  
 to recover overtime compensation,  
 liquidated damages, and attorney's  
 fee, as provided by the Fair Labor  
 Standards Act, is a suit upon contract  
 or upon a liability created by statute.

As stated in *Oregon-Washington v.*  
*Seattle Grain Co.*, 106 Wash. 1: "A  
 liability created by statute is one in  
 which no element of agreement enters.  
 It is an obligation which the law cre-  
 ates in the absence of an agreement."

There are many federal court deci-  
 sions which hold that although the li-  
 ability to pay wages is of a contractual  
 nature, yet the obligation of the em-  
 ployer to pay overtime compensation  
 and liquidated damages arises solely  
 by virtue of the Fair Labor Stand-  
 ards Act and is therefore classified as  
 a liability created by statute. See  
*Lorenzetti v. American*, 45 F. Supp.  
 128; *Abram v. San Joaquin Co.*, 46 F.  
 Supp. 969; *Drenne v. Mutual*, 42 N.  
 Y. S. (2d) 259; and *Walsh v. 515*  
*Madison Avenue Corp.*, 42 N. Y. S.  
 (2d) 262.

You cannot make a valid contract  
 by which an employee agrees not to  
 accept or demand wages specified by  
 the Fair Labor Standards Act.

**Tax on Pool Cars**

**Question:** Please give me some in-  
 formation regarding the 3 percent  
 taxation on pool cars and who pays  
 this tax when goods are ordered from

the warehouse. Also, in event the warehouseman does not furnish transportation and the consignee refuses to accept delivery of the goods, who is liable? **Alls-Good Warehouse Co.**

**Answer:** The tax is imposed by section 3475 of the Internal Revenue Code. You request advice concerning the application of the tax under the following circumstances:

Assume that a pool car set at the door of a warehouse is unloaded, classified and inspected for rail damage. Afterward it is trucked to the warehouse for storage, and at a later date a part of the shipment is reshipped.

The above-mentioned tax, imposed by section 3475 of the Internal Revenue Code, applies to transportation charges paid to a person engaged in the business of transporting property for hire and to charges for services furnished in connection therewith.

All amounts paid to a carrier for loading and unloading, or any other accessory services in connection with a taxable transportation movement, are subject to the tax.

On the other hand, modern higher courts hold that where services are performed directly for a shipper, or consignee, by any person who does not furnish any transportation, the amounts paid to such person are not subject to the tax.

Therefore, if a warehouseman does not furnish any transportation of the property unloaded from the pool car, the unloading, warehouse service, and subsequent placing of property for re-shipment is not subject to tax.

### Liability for Horse

**Question:** Recently, our truck killed a horse on a highway. Are we liable to the owner of the horse? **Allied Van Co.**

**Answer:** The latest higher court decision on this subject is *Garbarino v. B. & R. Transfer Co., Inc.*, 20 So. (2d) 625, reported March, 1945, La.

In this case it was shown that a horse was being driven across a highway and that the driver of a truck going east stopped his truck but that the driver of another truck, instead of taking the same precaution, swerved to the left of the forward truck and after passing it struck the horse a blow which caused it to die shortly thereafter. The higher court held the truck owner liable for \$200, the value of the horse, because the jury decided that the truck driver was negligent.

In other words, unless the driver of your truck was negligent you are not liable in damages. If, for instance, a horse suddenly runs in front of a motor vehicle, the driver is not negligent and the vehicle owner is not liable.

### Loss of Wine

**Question:** The question of the responsibility of railroad for merchandise in transit has arisen. I refer specifically to the transportation of wine in tank cars from California to Philadelphia, when tank cars are under lease either to the shipper or the receiver. It is our understanding

that the railroad is liable for damage or loss caused by train wreck or derailment. There are a number of other facts which may result in losses. Most important of which we consider to be the springing of a leak while in transit. Under present day conditions 18 days are required for transportation from coast to coast, and the very contents of a car can very well be lost before arrival.

There is also the possibility that while shunted off to a siding temporarily, en route, the manhole could be opened by vandals and the contents tampered with. **Wilen Bros.**

**Answer:** Generally speaking, a common carrier, which supplies cars, is liable for all loss of or damage to a shipment excepting (1) inherent quality of the merchandise; (2) fault, cause or responsibility of the shipper; (3) enemy action during war; and (4) act of God.

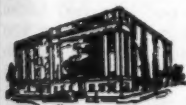
Obviously, a carrier is not responsible for leakage from a defective car owned or leased by the shipper unless proof is given that the loss resulted from "negligence" of the carrier's employees.

On the other hand, if the carrier's employees assume any responsibility in making repairs on the cars or making inspections of such cars, with approval, the carrier would be liable for failure of its employees to use ordinary and reasonable care. If the shipper uses reasonably safe equipment and cars the carrier is liable for theft, under ordinary circumstances.

However, for shippers who supply

WASHINGTON, D. C.

Telephone ADams 5600



## FEDERAL STORAGE COMPANY

1701 FLORIDA AVENUE, WASHINGTON 9, D. C.

E. K. MORRIS, President (See Page Advertisement Directory Issue)  
Member—NFWA, AVL, CanWA.

WASHINGTON, D. C.

## THE JACOBS TRANSFER COMPANY, INC.

Est. 1857

61 Pierce Street, N. E.

Washington 2, D. C.

Phone: District 2412

SERVICES in Washington and its Commercial Zone:

### 1. POOL CAR DISTRIBUTION

On B. and O. R.R. Siding

Fast—Economical—Dependable

### 2. LOCAL CARTAGE

WASHINGTON, D. C.

Maurice Krasin, Mgr.

## Manhattan Storage & Transfer Co.

639 New York Ave., N.W., Washington 1, D. C.

Household Goods storage, packing, shipping. Pool Car Distribution Merchandise.

Lift vans local delivery.

Member: Ind. Movers & Warehousemen's Assn.

WASHINGTON, D. C.

## IN WASHINGTON.

*There's always*

## ROOM AT SMITH'S 20 WAREHOUSES

"Smith's looked ahead. They foresaw the storage needs of Washington's War-time population. They added one warehouse after another and today Smith's have twenty large storage warehouses."

**DON'T MAKE A MOVE...  
WITHOUT SHIPPING TO**

Exclusive Agents  
**Aero Mayflower  
Transit Co.**

**SMITH'S**



General Offices



**SMITH'S**

TRANSFER & STORAGE CO.  
1313 YOU ST. N.W. NO. 3343

## DISTRICT OF COLUMBIA—FLORIDA

WASHINGTON, D. C.

### Security Storage Company

OF WASHINGTON

Capital, Surplus and Reserves over \$1,200,000  
Security (steel) lift vans for overseas shipments. Door to door rates quoted. All risk insurance if desired.  
Members, NFWA, AVL Canadian, British, French & Other Areas.  
1140 Fifteenth Street, Washington 5

WASHINGTON, D. C.

### GENERAL MERCHANDISE STORAGE

#### Pool Car Distribution

Direct Switching Connections Into Warehouse  
Pennsylvania Railroad

### TERMINAL REFRIGERATING & WAREHOUSING CORPORATION

4th and D Streets, Southwest, Washington 4

WASHINGTON, D. C.

W. E. EDGAR, Mgr.

### THE TERMINAL STORAGE COMPANY OF WASHINGTON

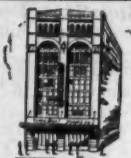
First, K and L Streets, N. E., Washington 2  
Large buildings of modern construction, total floor area 204,000 square feet, of which 109,000 square feet is of fireproof construction.  
Storage of general merchandise.

CONSIGN SHIPMENTS VIA B. & O. R. R.

Heated rooms for protection against freezing.  
Member of American Warehousemen's Association

WASHINGTON, D. C.

Established 1901



### UNITED ★ STATES STORAGE COMPANY

418 10th St., N.W., Washington 4, D. C.

We Reciprocate Shipments

(See advertisement in Directory issue, page 141)

Member of N.F.W.A.—W.W.A.

JACKSONVILLE, FLA.

ESTABLISHED 1901

THE SOUTH'S LARGEST FIREPROOF WAREHOUSE  
EXCLUSIVELY FOR HOUSEHOLD GOODS & OFFICE EQUIPMENT

### DELCHER BROS. STORAGE CO.

262 Riverside Ave., Jacksonville 1

Phone 5-0140

Local & Long Distance Moving

Rug Cleaning

Cold Storage For Furs

JACKSONVILLE, FLA.

FLORIDA'S LARGEST WAREHOUSE



### Union Terminal Warehouse Company

700 East Union Street, Sta. G

Merchandise Storage—Custom Bonded—Pool Car Distribution  
Reconsigning—Trucking Service—Trackage 82 Cars  
Reinforced Concrete—Sprinkler System—A.D.T. Service  
Insurance Rate 12 Cents

Rental Compartments—Auto Poles  
Members: A.W.A.—A.C.S.—W.—J.W.A.

MIAMI, FLA.

132 N. E. 11th St.

### STORAGE AND POOL CAR DISTRIBUTION

FIREPROOF

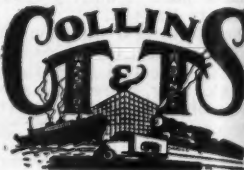
WAREHOUSES

CAR LOADING

PLANE LOADING

PRIVATE SIDINGS

PACKING



cars it is advisable to obtain a standard insurance policy from any reliable insurance company. This policy should specifically cover all losses for which the carrier is not liable. Thus the insurance company and the carrier both may not avoid payment to the shipper.

#### Refuses to Sell

Question: I bought 100 shares of stock in a warehouse corporation. This contract required me to pay down \$500, and the balance on Feb. 20. It so happened that I could not get the cash until Feb. 21. But I phoned the seller on Feb. 20 and he said O.K., to come in the next day. Now, he wants to keep my \$500 and will not sell the stock to me, as it has

advanced a few points. Can he do this to me? James Allen.

Answer: It is probable that you may compel him to deliver the stock if you can prove that he agreed to vary the contract, accept the loss in profits and allow you to pay the balance due on Feb. 21. However, you should have had him sign a written contract in consideration of \$1 payment with the agreement fully explained.

Actually the courts may hold that, although you prove the telephone conversation, no "consideration" was paid or made by you for extension of the contract to Feb. 21.

Ordinarily your failure to comply and pay the balance due on Feb. 20 entitles the seller to keep the \$500 and refuse to deliver the stock on Feb. 21.

wonder that they put in a call to the master mechanics in Washington who can wave a wand, create a million jobs out of the public treasury and get them a piece up the road—until their stalled bus gets going again and catches up with them?

It is not the fault of any individual that business spins along merrily for five or six years and then begins to miss, chug, back-fire and, finally stalls. And it is not to the credit of any individual that it eventually gets going again and runs along perfectly for eight or ten years. And because the blame or credit does not fall on the individual, he does not feel that he has the responsibility for either one.

However, individual initiative is the keystone of private enterprise and it is up to us as individuals to accept our share of the responsibility and, by planning, eliminate as many of the potential dangers we can see ahead as possible.

We cannot afford to accept the position that we will go on as we have in the past and, somehow, when a period of depression arrives, assume that we will weather it and again come out to a period of good business after the proper readjustments have run their course and consumer demand is again in excess of produc-

## Postwar Challenge to Sales

(Continued from page 11)

plan to provide 56,000,000 jobs. It is not enough to reach that goal—if it means 56,000,000 jobs for two or three years and then a return to the cyclical dips that have always characterized free enterprise and which give left wing economists all their ammunition.

#### Private Enterprise

No one can deny that when the

private enterprise system is hitting on all cylinders it gives the public the smoothest ride through this vale of tears of any economic vehicle ever invented by the mind of man. It is only when something happens, and people have to get out and wait or walk, while we tinker with the carburetor or spark plugs, that the passengers get nervous. Is it any



MIAMI, FLA.

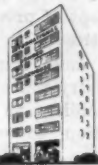
# INTERNATIONAL BONDED WAREHOUSE CORP.

U. S. CUSTOMS BONDED  
Specializing in Imported & Export Storage  
Negotiable Warehouse Receipts

## MERCHANDISE STORAGE

FEC RR SIDING—2 CARS

219-251 S.W. First Court (36) Tel. Miami 2-1208



TAMPA, FLA.



"Your Tampa Branch House"

# CALDWELL BONDED WAREHOUSES

MERCHANDISE—HOUSEHOLD GOODS  
Member American Warehousemen's Assn.

TAMPA, FLA.

# LEE TERMINAL

P. O. Box 2309  
TAMPA 1

Merchandise Storage  
Pool Car Distribution  
Commercial Cartage  
Water and Rail connections  
Low Insurance Rate  
Household Goods Storage  
Moving—Packing—Shipping  
Agents Allied Van Lines  
National Movers

Member: AWA—NFWA—AWI

TAMPA, FLA.

# TAMPA COLD STORAGE & WAREHOUSE CORPORATION

COR. MARION & CASS STS., TAMPA 1

Leas on Stored Commodities. Sales Representation. Privately Bonded.  
Pool Cars Handled.

Located in heart of Tampa. General merchandise—Cooler and sharp  
freezer cold storage. Efficient distribution over entire state. Field  
Warehousing.

380,000 Sq. Ft. of Space

TAMPA, FLA.

WILLIAM J. EVE, Manager

# WAREHOUSE, INC.

BONDED

CARLOAD AND COMMERCIAL STORAGE  
POOLED CAR DISTRIBUTION

107 No. 11th Street, Tampa 1, Fla.

ATLANTA, GA.

# AMERICAN BONDED WAREHOUSE

Affiliated with

## SOUTHEASTERN BONDED WAREHOUSES

"Better Warehouse Service"

451-653 Humphries St., S. W.—Sou. R. R.

Merchandise Warehousing Pool Car Distribution  
Sprinklered A.D.T. Burglar Protection A.W.A.



ATLANTA, GA.

SAVANNAH, GA.

# BENTON RAPID EXPRESS

The Fastest Freight Service Between Atlanta and Savannah and Intermediate Points

CUSTOMS BONDED AND INSURED

Ask us to quote on all kinds of shipments received from and delivered to Steamship Lines—Serving the Port of Savannah

Principal Office  
1 Victory Drive,  
Savannah

Atlanta Office  
220 Houston St., N. E.

ATLANTA, GA.

"Atlanta's Largest"

# MONROE BONDED WAREHOUSES

175 SPRING ST., ATLANTA 3

Invested Capital \$235,000

Lowest Warehouse Insurance Rate in Atlanta

## MERCHANDISE—COLD STORAGE—TRUCKING

Private Railroad Sidings—Concrete Warehouses

A.D.T. Service

Member: A.W.A.

SAVANNAH, GA.



Savannah's only bonded warehouse  
SAVANNAH BONDED WAREHOUSE & TRANSFER COMPANY.

RAY STREET EXTENSION & CANAL,  
Post Office Box 1187

General Storage—Distribution—Reconsigning

Custom House Brokers—Custom Bonded

Regular steamship service from principal

Eastern, Western & Gulf ports—track con-

nections with all rail and steamship lines.

A. B. Young, President.

F. J. Robinson, Vice-President.

Members—A.W.A.—A.C.W.



HONOLULU, HAWAII

WHEN SHIPPING GOODS TO

# HONOLULU

Consign to us and the same will be given our best attention.

Modern Concrete Warehouses. Collections promptly remitted.

Correspondence Solicited

## CITY TRANSFER COMPANY

Cable Address: LOVERINO, HONOLULU

CHICAGO, ILL.

# ACE WAREHOUSE CO.

417 W. Ohio Street

Chicago 10, Ill.

The Warehouse with Personal Contact

Modern Buildings Low Insurance



CHICAGO, ILL.

# The Distributors' News Group

Represented by

NEW YORK

ALLIED DISTRIBUTION INC.

CHICAGO

11 WEST 42ND ST. PENN. 6-0968

1525 NEWBERRY AVE., MON.5531

CHICAGO, ILL.

Telephone Harrison 1496

Call W. J. Marshall for Merchandise Storage and Distribution  
Information on 73 Member Warehouses.

# AMERICAN CHAIN



## OF WAREHOUSES, INC.

53 W. JACKSON BOULEVARD

CHICAGO 4

CHICAGO, ILL.

THE TRADITIONAL INSIGNIA

# ANCHOR STORAGE CO.

219-229 E. NORTH WATER ST.

CHICAGO 11, ILL.

Warehouses located one block  
east of Michigan Ave. Bridge.  
Walking distance from loop  
—Ten car switch C&NW  
Ry. Tunnel service—Private  
dock—Splendid buildings—  
Low insurance rates.



Represented by  
DISTRIBUTION SERVICE, INC.



# AMERICAN WAREHOUSEMEN'S ASSOCIATION

CHICAGO, ILL.

# ANDERSON BROS. STORAGE

3141 N. SHEFFIELD AVE., CHICAGO 14

CHICAGO PHONE—WELLINGTON 0014

EVANSTON & NORTH SHORE — ENTERPRISE 4002

3 Warehouse Locations

PACKING, CRATING, SHIPPING TO ALL PORTS—

TO ALL WEST COAST PORTS WEEKLY

Office Removals A Specialty

ESTABLISHED  
1894

Agents for



tive capacity. This cycle is reasonably satisfactory in meeting the purely selfish ends of business and industry because, usually, reserves are on hand and adjustments can be made so that the business can maintain its position with a fair degree of success and weather these temporary stormy periods. From a ruthlessly selfish point of view, bad times help business to the extent that they kill off bad price-cutting competition.

### Steady Employment

On the other hand, as proponents of private enterprise and as logical business men, we must recognize that it is an obligation of the economic system we operate under to provide—within reasonable limits—jobs for all who want to work. The weight of public opinion is on that side. Our system must either go forward and measure up to that public expectation and through its planning and leadership furnish steady employment with reasonable profits in the years ahead, or turn back and, possibly bring on the end of private enterprise as we have known it, due to our inability to infuse into it the new elements that will be necessary to adapt it to the demands of the people of this country who control its destiny.

What must industry and business

do to correct the failure in the past to rise to this ideal concept of private enterprise's responsibilities?

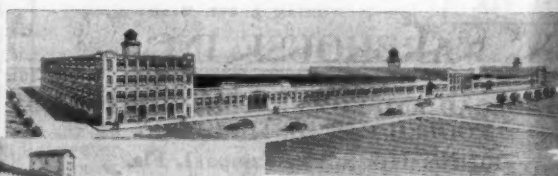
First,—and probably most important—business and industry must accept this social responsibility as co-equal with its obligation to earn satisfactory profits for the owners of the business. If a business cannot operate profitably for long enough, it inevitably ceases to be a business. And if private enterprise cannot discharge its social obligations over the years ahead, it will just as inevitably cease to be the economic system which the public will support. Unless private enterprise, throughout its entire structure recognizes the seriousness of this challenge, there is not much hope that it will be able to marshal sufficient coordinated strength and support to continue in operation successfully, with reasonable freedom and without hampering governmental restraints.

There is, however, a very practical way in which industry can and should plan to meet its new role. Production has been the golden calf of industry for many years—ever since mass production created—within the limits of its ability to keep going at a high rate—the high standards of living which Americans enjoy and expect as a right.

### Production Expanded

Mass production has brought countless products down to the price level of mass markets. In so doing it has created mass consumption to the benefit of all the people and our standard of living. And we will enter the postwar world with a productive capacity far advanced over anything we have ever seen or, incidentally, had any experience with. And when the war is over, what are we going to do with our tremendously expanded productive capacity—as a permanent factor in our economic machinery?

This question is one of the most serious confronting private enterprise from the point of view of attaining our major objective—namely a basis of steady employment in the years ahead. Swollen productive capacity is dangerous to an orderly, long range program of steady employment because, in the past, industry has invariably set its sights—and its sales quotas—on its capacity to produce. Under this program, it becomes necessary for sales and distribution to absorb the products manufactured and absorbed to the full capacity of production planning. This invariably leads to a condition in which production starts to exceed consumer demand and the inventory channels become clogged. Then, sooner or later,



Modern Buildings  
Choice Locations  
Responsible Management  
Low Insurance Rates  
Spacious Switch Tracks  
Ample Truck Loading Doors  
Streamlined Handling Equipment  
Local and Long Distance Trucking  
Trap Cars Consolidated  
Pool Cars Distributed  
Fumigation Facilities  
Cool Rooms  
Storage in Transit  
Space Rentals for Private Storage  
Office Space—Display Rooms

5  
WAREHOUSES IN  
CHICAGO TO INSURE  
EFFICIENT and  
ECONOMICAL  
COVERAGE OF THE ENTIRE  
METROPOLITAN SECTION  
AND ADJACENT  
TERRITORY

### "EQUIPPED TO RENDER A COMPLETE SERVICE"

Including all Branch House Functions

Receiving	Storing
Marking	Weighing
Reconditioning	Shipping
C.O.D.	Sight Drafts
Invoicing	Collections
Inventories	Stock Control

"ELIMINATE PROBLEMS OF OPERATION AND MAINTENANCE \* \* CONSIGN STOCKS TO US \* \* CONCENTRATE ON SALES AND EXPANSION \* \* LET US DO THE REST."

## CROOKS TERMINAL WAREHOUSES, Inc.

Chicago 7—433 W. Harrison St. New York 16, Office—271 Madison Ave. Kansas City 7—1104 Union Ave.

Associated with Overland Terminal Warehouse Co., 1807 E. Olympic Blvd., Los Angeles 21

Member of the Federal Emergency Warehouse Association of Chicago and Kansas City and Interlake Terminals, Inc.

86—D and W, June, 1945

For Shippers' Convenience, States, Cities and Firms are Arranged Alphabetically

CHICAGO, ILL.

# CHICAGO'S LOOP WAREHOUSE C & A TERMINAL CO.

358 W. HARRISON ST., CHICAGO 7

Modern concrete building. 30 car track served by Alton &amp; U. S. R. Tunnel connection all railroads for L.C.L. shipments. Next door Parcel Post Bldg. for economical and speedy handling of Parcel Post shipments.



CHICAGO, ILL.

# CURRIER-LEE WAREHOUSES, Inc.

427-473 W. ERIE ST., CHICAGO 10

Complete Facilities for Merchandise Storage and Distribution



CHICAGO, ILL.

Exclusive Area Agents  
United Van Lines, Inc.

# Established 1912 FERNSTROM CARTAGE AND VAN COMPANY

3547 W. MONTROSE AVE., PHONE IRVING 6074  
CHICAGO 18, ILLINOIS

Fireproof Warehouse and Fleet of Padded Vans for Local and Long Distance Moving.



CHICAGO, ILL.

# Grocers Terminal Warehouses

General Offices: 342 North Loomis Street, Chicago 7  
Complete Mercandise Storage. Free and Bonded Space.  
Cooler Space. Private Sidings Located on Penn., C & NW,  
and CM&ST. P & PRR's. Free Switching. Fleet of Trucks for  
City Deliveries. Specialize in distributing and warehousing  
of Nationally Advertised Grocery and Drug Products.  
New York Representative  
GEO. W. PERKINS—82 BEAVER ST., New York 5—TEL. WHITEHALL 4-2287

CHICAGO, ILL.

Member A. W. A.

# Griswold-Walker-Bateman Co.

1525 NEWBERRY AVE.

CHICAGO 8

- Modern Buildings.
- Low contents insurance.
- Reshipping, city deliveries
- Vacuum fumigation of food stuffs, tobacco, etc.
- Cooling Rooms
- Direct track connections with C&NW, B&O, Soo Line, PM, CGW, and B&OCT Railroads.
- Write for your copy of "The Way to Distribution."

Represented by  
NEW YORK ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. PENN. 6-0968 1525 NEWBERRY AVE. MON. 5531

CHICAGO, ILL.

Members: N.P.W.A.  
Allied Van LinesServing Chicago & Suburbs For  
Over 40 Years

Consign Your Shipments To

JOYCE BROS. STGE. &amp; VAN CO.

Main Office 6428 N. Clark St.  
Chicago 26  
Rogers Park 8035

CHICAGO, ILL.

50 Years of Reliable Service

# Lincoln Storage and Moving Co., Inc.

4251-59 Drexel Blvd. Chicago 15, ILL

Government Bonded Warehouse

Storage—Packing—Shipping

Local and Long Distance Moving



manufacturing has to reduce its schedules so that consumption can absorb the products in inventory and production can start full tilt again.

This has been the history of industry and production and the point at which inventories start to accumulate and men are laid off is the point at which depressions begin. With our main objective, that of furnishing steady employment, what steps can be taken to avoid this critical point in the production-distribution cycle? Obviously, to correct this situation, steps must be taken to avoid having production out-run the ability of markets to consume. How can industry take these steps, intelligently, unless it gives the sales department a larger voice than it customarily has had in determining top management policies?

In the past, the sales department has simply been the conventional means of distributing—sometimes by "forced draft"—the goods that production made available. Its job was to dispose of whatever type and amount of product top management decided to make available.

## Sales Quotas

As long as this situation exists there is no basis in reality for the sales goals set up—other than plant capacity, which may be entirely out of line with the market potential. And

as long as the latter is disregarded, the time is bound to come when production and inventories become out-of-joint.

If we are going to be realistic in setting up a production program that will be steady over a long period of time, the volume must be in balance with the potential of markets that are going to be developed. It is only through the sales department that accurate information can be obtained as to the most desirable type of product to put in production and the amount of production to provide. The

## Canadian Warehousemen Convene June 18th

Discussion of the labor situation will feature the annual meeting of the Canadian Warehousemen's Ass'n. to be held at the Royal Alexandra Hotel, Winnipeg, Manitoba, June 18th through June 20th. The necessity for properly assessing increased labor costs so that they may be reflected in fair and equitable rates will be stressed. Topics to be discussed include prospective developments with regard to union activity, the association's labor policy, the closed shop, union shop, and the check-off system.

Prior to the general session, individual meetings for household goods, cold storage, and dry storage operators will be held.

sales organization, with representation in all these markets, can determine, accurately, this necessary information and then in joint planning with management, engineering, and production a balanced program can be arrived at which will truly represent the amount and type of production that most nearly represents what will be of greatest appeal and benefit to the consuming public.

It follows, logically, that when the sales executive of industry has been made a part of top planning, he must measure up to the responsibility that has been placed in him. He must recognize, first, the broad aspects of selling for the postwar period.

He must realize that it is not enough simply to provide channels for selling products independent of the rest of the business. The sales tool of every business must be the means of providing a demand for the particular type of products that will give production the greatest opportunity to produce economically and also it must provide a balance in quantities so that production can have consistent volume providing schedules and steady employment throughout the years without periods of large volume followed by periods of low volume. It is only by selling measuring up to these responsibilities that it can justify its being brought into



management council in the policy making and future planning. It is only by this enlightened selling aspect that industry can produce and distribute its products at the lowest possible cost.

#### Distribution Vital

We must never forget that distribution is just as important a factor in the final cost of all products as production. It is an integral part of the price to the consumer just as much as labor, material and overhead. If we are extravagant with our distribution, our price will be higher than it should be and our product will not have the value that will make it attractive to the consumer.

So, in the years ahead, sales executives must accept an entirely new and broader responsibility. They must create a demand for the products of manufacturing that will provide the utmost economies in production and at the same time distribute these products at the lowest possible cost through the use of scientific distributing methods. This obviously, will also make it easier for industry to maintain steady employment because the production of industry will provide benefits to the consumer that will warrant his investment in the product regularly and as frequently as his requirements demand.

#### SITUATION WANTED

Traffic assistant, experienced attractive young lady; tank car control, freight rates, familiar with tariffs and classifications, typing and stenography. Own correspondence. Willing to travel. Available immediately.

Address Box P-638, care DandW,  
100 East 42nd St., New York 17.

Among the things that the sales executive must recognize in this new concept of selling is that the beginning of all planning is the scientific analysis of markets. Before we can decide in industry what to produce and provide, we must have an accurate understanding of our consumer demands. The first approach to this problem would seem logically to be a consideration of the products that the enterprise should rightfully make. This can only be decided through the combined thinking of management through its production, engineering, and sales talent. It certainly must be a product that the production department is in position to produce with the facilities that are available.

When the products have been determined, then it is up to the sales

department to ascertain—through available markets for these products—what the productive volume should be. This can be checked with plant capacity to make certain that production capacity is available and can be provided. It may show that with the production under consideration that there is not enough market to satisfy the productive capacity. Here a decision must be reached as to whether or not the remainder of the productive capacity will be idle or if additional products should be created to develop—through new markets—the additional production volume to satisfy the plant capacity.

#### Selling Plans

When these overall management decisions have been scientifically arrived at, then the job of the sales executive starts from the angle of his selling plans. The following outline of these plans is not particularly from the standpoint of their order of importance but rather from the viewpoint of continuity:

1. A careful determination—based on scientific analysis of market potential—of the exact number of distributing points that must be set up in order to produce the volume that will be required for the products that will be available. This is extremely important and is the fundamental of all

WE HAVE EXCELLENT  
FACILITIES TO  
RENDER SPECIALIZED  
SERVICE—



## Let LASHAM Serve You in the Chicago Area . . .

A State bonded public warehouse, with 25 years of satisfactory service. Supervised by men of long experience.

Modern sprinkler system, A.D.T. fire and burglary alarm. 24-hour watchman service.

All types of merchandise stored and distributed. Specializing in print paper.

Served direct by 4 railroads; Ill. Cent., Mich. Cent., C&NW and CB&Q, with free switch service from all other RR. and boat lines entering Chicago.

Centrally located. Extremely low insurance rate. Write today for full particulars.

## EDWARD LASHAM CO.

1545 SO. STATE ST. Phone Victory 8100 CHICAGO 5, ILL.

CHICAGO, ILL.

# MIDLAND



**A complete warehouse organization  
fully equipped to handle merchandise  
rapidly and economically**

with convenient locations for local trade and excellent transportation facilities for national distribution. Chicago Junction In and Outbound Union Freight Station—direct connections with thirty-eight railroads. Receiving Stations for Railroads, Express and Truck Lines on premises.

*Inquiries Invited on Storage, Office and Rental  
Requirements*



**MIDLAND WAREHOUSES, INC.**

**1500 South Western Avenue,  
Chicago 8, Ill.**

CHICAGO, ILL.

Come to North Pier Terminal



### NORTH PIER TERMINAL

Largest warehouse in the Great Central Market territory.

Especially adapted for combination of office and warehouse or factory. • Splendid shipping facilities including all phases of transportation. • Rail, water, tunnel, truck. • Track capacity 150 cars. 2500 feet of dockage for boat unloading. • Direct free tunnel connection all railroads. • Universal station in building for out of town truck shipments. • Low insurance rates. • Heavy floor load. • Our general storage division operating in separate buildings with same facilities. • Storage in-transit, pool car distribution.

Offices are available in new section at 444 Lake Shore Drive • Ample free parking • Good transportation • Close to Loop.

### North Pier Terminal Co.

509 E. Illinois St., Chicago 11—SUP. 5606



CHICAGO, ILL.

### NATIONAL VAN LINES INC.

2431 IRVING PARK RD., CHICAGO 18

Interstate moving of H.H. goods—Nationwide agents and warehouse facilities in all key cities. I.C.G. Certificate MC 42968  
We specialize in pool car shipments of H.H. goods coast to coast in padded freight cars—No crating necessary—Low rates. Consign your shipments to our nearest warehouse. We will reship.

TO TRAFFIC MANAGERS: Our tariff is very low. Wire or write us when transferring personnel.  
New York City: 1775 Broadway      Los Angeles, Calif.: 124 North Center St.

CHICAGO, ILL.

For Personalized Warehousing

### PRODUCERS WAREHOUSE CO.

344 No. Canal St. (6) C. & N. W. Ry.

### THOMSON TERMINALS INC.

346 W. Kinzie St. (6) C. M. St. P. & P. R. R.

Prompt Deliveries

Advances Made

CHICAGO, ILL.

FIREPROOF CONSTRUCTION

### Household Goods Storage Warehouse

### REMER STORAGE & VAN CO.

5822-5824 N. WESTERN AVE.  
CHICAGO 45, ILL.

Commercial Hauling & Moving in  
Chicago & Suburbs for 37 Years



## Only Seng Offers All These



A million-dollar plant fully equipped.

"To-the-penny" accuracy in accounting.

750,000 square feet of storage space.

Your choice of rail, water or truck service in and out.

Under-cover rail siding, 25-car capacity.

Loop-location—only a block from Chicago's Main Post Office.

A fleet of 78 motor vehicles providing daily delivery service  
in Chicago and nearby suburbs.

Modern Sales and Display Offices.

Public, State, and U. S. Customs Bonded Stores.

Prompt and efficient service, including many extra courtesies.

## the largest **COMPLETE** WAREHOUSE and DISTRIBUTION SERVICE IN CHICAGO

No wonder so many outstanding companies use Seng Service! For only Seng offers all the advantages of a company's own "ideal" branch plant, plus the many other conveniences and Seng "extras" listed above.

Seng has spent years developing a large, yet flexible service that meets the needs of its many different customers. Today Seng offers you the largest complete warehousing and distributing service in the Chicago area.

A Seng representative is ready at any time to study your particular warehousing problems, and make recommendations. Of course, no obligation is incurred. Write or call a Seng representative today.

For SAFETY • SATISFACTION • SERVICE Specify

# SENG

## WATERWAY WAREHOUSE RAIL and WATER

310 W. POLK ST., CHICAGO, ILLINOIS • TELEPHONE WABASH 6850

The Magazine That Integrates All Phases of Distribution

D and W, June, 1945—89

**Member AMERICAN WAREHOUSEMEN'S ASSOCIATION**

## RAILWAY TERMINAL & WAREHOUSE CO.

444 WEST GRAND AVE., CHICAGO 10, ILL.



Merchandise Warehouses close to the Loop. Direct railroad connections. U. S. Customs Bonded and free storage. Low insurance rates.

**Member AMERICAN WAREHOUSEMEN'S ASSOCIATION**

## \$500 TERMINAL WAREHOUSE "The Economical Way"

Division of Beatrice Creamery Co.  
519 W. Roosevelt Road, Chicago 7, Ill.

Year-round candy storage, pool car distribution, negotiable warehouse receipts. Storage in transit. One-half million sq. ft.

Customs Bonded  
Unlimited Floor  
Load Units for  
Lease  
Near the Loop




**CHICAGO, ILL.** For Distribution in CHICAGO Use

## SYKES SERVICE

Fully sprinklered warehouse building for merchandise storage exclusively.  
Centrally located — only 12 minutes from the loop.  
Complete warehouse service with personal supervision. Pool Car Distribution.

### SYKES TERMINAL WAREHOUSE

929 West 19th Street, Chicago 8, Ill.



distribution. If it is not done correctly all the other important factors cannot be as effective as they should be. Recognition must be given at this point to the fact that you cannot obtain satisfactory volume without a sufficient number of outlets to avoid high cost of distribution. The attempt to force business upon markets beyond their ability to absorb has always resulted in extravagant wastes in distribution. The number of distributing outlets should be determined on the basis of the potential of the market for the type of product that is available and the ability of a high-grade, well managed outlet to make satisfactory profits commensurate with the investment they have made in the business. Unless each distributing outlet can operate at a satisfactory profit on the products that are made available, there can be no permanent distributing organization and there can be no provision for the volume of business that can be

steadily maintained. This scientific market planning is the beginning of sales planning and it must be done accurately and correctly.

2. The next step is to obtain the type of representation that can provide the volume of business that every distributing outlet should make available. This, again, is of great importance because the success of any distributing plan is dependent on the ability of every outlet to produce its proportionate share of volume. Unless each outlet is carefully selected to fit the market and is set up so that it provides merchandising ability and service facilities—if the product demands it—that will measure up to the requirement of the product and the market, we will have a weak link in our chain. This is also a source of wasteful use of our distributing money. An outlet that is inefficient and improper to represent the product in a potential market always proves extremely costly, and, to meet

the requirements of business in the years ahead, industry cannot afford to have any outlets that are not carefully and efficiently selected, knowing that they will meet their requirements.

3. With the outlets established, the next big task is that of selecting and training the men to run these individual enterprises. We must always remember that no business is any better than the people who are the business. Unless each individual in the enterprise is carefully chosen to have the qualifications necessary to do the job, there can be no hope for lasting success. We must see that these people are trained to do the business. This has undoubtedly been one of the weakest links in the sales picture. The extravagant use of salesmen through improper training and direction has been the most wasteful part of our distributing system. Every salesman who is hired involves expense, and unless he is producing and

## CHICAGO, ILL.

**Merchandise Storage and Distributors**

## WAKEM & McLAUGHLIN, Inc.

Est'd. 1886  
MAIN OFFICE—225 E. ILLINOIS ST., CHICAGO 11  
U. S. Internal Revenue Bonded Warehouse  
U. S. Customs Bonded Warehouse  
A.D.T. Service  
ADVANCES MADE

Our ample financial resources enable you to negotiate loans right in our office.  
Prompt Delivery and Best of Service.

**Member AMERICAN WAREHOUSEMEN'S ASSOCIATION**

## CHICAGO, ILL.

## One of Chicago's Finest

A half million feet of modern warehouse space where you have every advantage for receiving, shipping and reshipping. Track space accommodates 360 railroad freight cars. 70 ft. covered driveways practically surround the clean, light and airy warehouse.

Located on the edge of Chicago's famous Loop and only one block from the mammoth new Post Office, Western Warehouse is in the heart of all business activity. Write for complete information.

**WESTERN WAREHOUSING COMPANY**  
323 West Polk Street Chicago 7, Ill.

## JOLIET, ILL.



Telephone 4381 and 4382

## Joliet Warehouse and Transfer Company

Joliet, Illinois

### MERCHANDISE STORAGE AND DISTRIBUTION

Best distributing point in Middle West  
Located on five Trunk Lines and Outer Belt which connects with every road entering Chicago  
No switching charges.  
Chicago freight rates apply.



contributing towards the overall well-being of private enterprise through his ability to make available orders steady and regularly and in sufficient volume, he does not contribute to the success of the business.

4. The most important of all sales problems—the consumers of our products. We must have an enlightened point of view in the future with reference to the like and dislikes of our consumer or customer. We must always think in terms—when we do our planning—that unless our customers are getting a satisfaction and benefits from our products in sufficient amount to justify their purchase of our products we cannot hold them as customers. This is something more than a statement that our product must be good. It means that our distribution organization must have an attitude that recognizes the fact that only through customer satisfaction can an economical distributing business be built and steady sales volume to provide steady jobs made available. No business can live on new customers. A sale to a new customer is always an expensive sale. It costs real money to develop a new account and that account does not prove to be a profitable account until it gives us repeat business, and that repeat business will only come as a result of the satisfaction and benefits that the customer

## WANTED

Want to buy a household goods warehouse business located in Central or Eastern city. Describe type of property and ICC Rights.

Address Box M-527, care DandW,  
100 East 42nd St., New York 17.

obtains through the use of the product.

Customer satisfaction—beyond that of a good product—must come from a contact of the distributing organization through the three methods by which it can contact customers. These contacts consist of personal sales contact, the contact made through advertising, and the contact through the service organization. Each one of these is a specialty in itself but all of them must be built around the point of view that they are helping our customers derive greater benefits from the products that we are selling.

### Long Range Approach

I think it can be fairly said that selling has been criticised in the past for being too concerned about an im-

mediate order and not sufficiently concerned about the long range planning of making certain that our customer is getting benefits beyond that which he expected from the product that he purchased. We are interested now in the long range planning and the type of approach that will enable us to meet our great responsibility in sales of providing steady volume in sufficient amount to satisfy our production goal. This can only be done through the building up of a satisfactory number of satisfied customers.

These are the functions of the sales executive in carrying out sales planning that will meet the requirements of this new concept of business and industry. It is recognized that the creation of balance between production and consumption will not produce the maximum amount of volume in any one year by producing full capacity production and obtaining the lowest unit cost. Undoubtedly there could be higher peak years than with a balanced program. It is our opinion, however, that this will not satisfy public opinion and it is not enough to provide peak years and then have serious depressions and low volume as a result of unlimited production producing quantities beyond the ability of the market to consume.

So, with a balance of production and consumption furnishing steady

## JOLIET, ILL.

### WILL COUNTY WAREHOUSE COMPANY

formerly Joliet Mfg. Co., which was Established 1948  
150 Youngs Ave., Joliet, Ill.



Offers 80,000 Sq. Ft. of modern warehouse space, located on the C&I and PRR Roads. Private siding and free switching. General Merchandise storage.

Automatically Sprinklered Throughout  
Member of AWA

## PEORIA, ILL.

OUR DEPENDABILITY YOUR ASSURANCES  
OF SATISFACTION

### FEDERAL WAREHOUSE CO.

800 So. Adams St. Peoria 2, Ill.

Peoria is the logical Center of Distribution for Illinois. We will be pleased to explain our service and facilities.  
Member of C.I.W.A.-A.W.A.-N.F.W.A.

## PEORIA, ILL.

908-910 S. Washington St. (2)

### Merchants Warehouse Co.

General Storage and Distribution

Specializing in Pool Car Merchandise.

Free Switching all R.R.'s Private Sidings.

Equipped to give same high grade service you would expect of your own Branch Whse.  
We Invite Your Inquiry

## ROCKFORD, ILL.

### BARTLETT WAREHOUSE

Modern Plant C.&N.W. Siding Free Switching

"Sparkling Service"

502-514 Cedar St. Phones: Main 133, 134

## EVANSVILLE, IND.

### MEAD JOHNSON TERMINAL CORP.

P. O. Box 597, EVANSVILLE 2, INDIANA

"Where Waterway . . . Railway . . . Highway Meet"

With the most modern and most unusual River-Rail-Truck Terminal and Warehouse in the United States. Sprinklered—A.D.T.

Located only ninety miles from the country's center of population. Served by six large railroads, many motor freight lines and the American Barge Line, Mississippi Valley Barge Line, Union Barge Line and independent towing operations.

Merchandise and food commodities of every description, from every part of the globe, can conveniently reach, be economically stored, and then efficiently distributed from Evansville.

Write for booklet completely describing the many unusual services available.

Member of A.W.A.

Represented by

NEW YORK

ALLIED DISTRIBUTION INC.

CHICAGO

11 WEST 42ND ST. PENN. 6-0948

1525 NEWBERRY AVE. MON. 5531

## FORT WAYNE, IND.

### FORT WAYNE [ WITH MIGHT AND MAIN ] STORAGE CO. [ THE SAME ]

802-804 Hayden St., Fort Wayne 4

FIREPROOF AND NON-FIREPROOF BUILDINGS  
Pittsburgh, Fort Wayne & Chicago R. R.; Grand Rapids & Indiana R. R.;  
Wabash R. R.—Private Sidings—Pool Car Distribution

## FORT WAYNE, IND.

Exclusively

### Merchandise and Cold Storage




Modern Fireproof Warehouses—Centrally Located—P.R.R.  
Siding—Lowest Insurance Rates—Pool Car Distributors—  
Local Cartage Service—Branch Office Service.

### MITCHELL SALES & STORAGE, INC.

435 E. Brackenridge St., Fort Wayne 2, Ind.  
Warehouse Receipts on Staple Commodities

**AMERICAN WAREHOUSEMEN'S ASSOCIATION**

**PETTIT'S**  
**STORAGE WAREHOUSE CO.**  
 414 E. COLUMBIA ST.  
**FORT WAYNE 2, IND.**  
**MDSE. & HHG. POOL CAR**  
**DISTRIBUTION**

**MEMBER**  


New York City  
 Representatives:  
 MR. J. W. TERREPORTE  
 250 Park Avenue  
 Telephone: Plaza 3-1235

Chicago Representatives:  
 MR. W. J. MARSHALL  
 33 W. Jackson Blvd.  
 Telephone: Harrison 1494

**GARY, IND.** Established 1939

**General Merchandise Storage and Distribution**  
 Private Siding Indiana Harbor Belt R. R. Free Switching, Centrally  
 Located, Pool Car Distribution, Motor Truck Terminal, Operating our own  
 fleet of trucks.

**GARY WAREHOUSE CO.**  
 10th & Massachusetts St., Gary, Ind.  
 Phone Gary 6131

**HAMMOND, IND.** **GREAT LAKES**  
**WAREHOUSE CORP.**

**General Merchandise—Storage and Distribution**  
 Established 1922 (Tel.—Ham'd 3766-81)  
**E. C. Faure** Plummer Ave. & State Line St.  
 Vice-Pres & Mgr. (Tel.—Chicago—Ext. 2280)  
 FACILITIES—150,000 sq. ft., Fireproof, concrete-steel-brick const. Siding on  
 IHB RR; cap. 50 cars. Located within Chicago switching district. Transit privileges.  
 SERVICE FEATURES—Motor term. on premises—hourly del. to Metro, Chicago  
 and suburbs.  
 Members of American Warehousemen's Association, Indiana Warehousemen's Asso-  
 ciation, Indiana Chamber of Commerce.

work over a period of many years, it is obvious that private enterprise cannot furnish all of the 56,000,000 jobs. Federal, state and municipal endeavors must supplement private enterprise in seeing that everyone who wants to work and will work can obtain a job. This is not going to be easy to coordinate but it must be done.

There are two possible methods—one is for industry and business to take leadership as represented by private enterprise and the other is to let Government take that leadership and with it a constantly increasing trend for government ownership. We believe that private enterprise now has the opportunity to take hold of this program and by organizing and planning to show and determine through every community the jobs that private enterprise can make available on a basis that will furnish steady employment for them; co-ordinate with municipal, state and federal activities to provide whatever additional volume of jobs are necessary in every community to bring about a satisfactory amount of employment.

#### Free Enterprise on Trial

Private enterprise has its opportunity to take leadership in such a program, and statements from federal

officials have indicated that private enterprise will be given this opportunity. We see evidence, however, that Government is ready and will move in to increase government control and ownership if private enterprise is unable to furnish jobs in sufficient quantity to provide steady employment. It is my deep conviction that private enterprise is at the turning point of its career and the court of public opinion will decide its future. It has its great opportunity—and possibly its last—to take over the leadership that will make possible the achievement of this goal. The stakes are much higher than the success of the individual in business or his business organization. The stakes represent a much higher standard of living for all our people through the

full utilization of the means provided by private enterprise, if we can bring about the leadership and coordination that will enable us to arrive at this goal.

Selling will be called on for a much broader responsibility than ever before. It will be a great opportunity for the sales executive to do a job of engineered distribution. The balance of production and consumption that will create steady employment and enable business and industry to achieve this goal can be primarily worked out through the intelligent planning of the sales executives. It is a great challenge to everybody in sales work and offers an opportunity to lift the prestige and value of selling organizations beyond that which they have ever before achieved.

#### Make Air Conditioning Separate GE Department

Establishment of the air conditioning department as one of the six major operating departments of the General Electric Co. has been announced recently in New York by C. E. Wilson, president of the company. Operations pertaining to heating, air conditioning, and commercial refrigeration have previously been the responsibility of the company's appliance and merchandise department. The new de-

partment will have its headquarters at Bloomfield, N. J., and George E. Prout has been designated as general manager.

The new department, according to Mr. Wilson, will select and utilize appropriate marketing channels and methods for all of its products except air conditioning for rail transportation, which remains a responsibility of the transportation division.

For Shippers' Convenience, States, Cities and Firms are Arranged Alphabetically

#### HAMMOND, IND.

Members N.F.W.A., Allied Van Lines



#### JOHNSON

**Transfer and Warehouse**

STORAGE FOR HOUSEHOLD GOODS AND  
OFFICE FURNITURE

WAREHOUSE and OFFICE: 405 Douglas Street

#### INDIANAPOLIS, IND.

Established 1925

Fireproof Construction

#### Merchandise Storage and Distributors

Pool Car and Truck Distribution Low Insurance Rate  
 Licensed Broker, Fifty Local Cartage Trucks  
 on B. & O. R. R., Private Siding

**CENTRAL UNION TRUCK TERMINAL, INC.**  
 202 S. West St. Indianapolis 4, Ind.

Phone Riley 9353

#### INDIANAPOLIS, IND.

"Coburn Service for Efficiency"

#### HENRY COBURN

**STORAGE and WAREHOUSE CO.**

221 W. Georgia St., Indianapolis 9  
 Merchandise Storage, Distribution, Trucking  
 Leased Space—Offices—Low Insurance  
 Represented by  
 DISTRIBUTION SERVICE, INC. Members:  
 A.W.A.—Indiana W.A.

#### INDIANAPOLIS, IND.



#### HOGAN

TRANSFER & STORAGE CORPORATION

Indianapolis' Finest • Established 1892

HOUSEHOLD GOODS STORAGE • PRIVATE RAIL SIDING  
 MOVING • PACKING • CRATING • SHIPPING

## INDIANAPOLIS, IND.

Phone Market 4301

## INDIANA TERMINAL &amp; REFRIGERATING CO.

230-240 So. Penna. St., Indianapolis 4

Sprinklered Warehouses

Office Rooms

General Merchandise and Cold Storage

Down Town Location with RR tracks in building.

## INDIANAPOLIS, IND.

Riley 5513

## A Complete Service

General Merchandise—Cold Storage  
Pool Car DistributionModern Motor Trucking Service  
Check Out ServiceAll Merchandise On Check Out Cars  
Placed On Platform Ready For Delivery

Consign Shipments Via N.Y.C.

Store Door Delivery and Pick-up for above RR.

Operating 53 truck units

STROHM WAREHOUSE  
AND CARTAGE COMPANY

230 WEST McCARTY ST., INDIANAPOLIS

Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

THE TRIPP  
WAREHOUSE COMPANY

1001 E. New York Street, Indianapolis 7, Ind.

Complete facilities for the storage and distribution of

## MERCHANDISE

PRIVATE SIDING—BIG FOUR—CONNECTING WITH ALL  
RAILROADS—NO SWITCHING EXPENSE. TRUCK  
SERVICE.Member A. W. A.—Ind. W. A.  
Write for complete description of services  
to meet your individual requirements.Represented by  
NEW YORK ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. PENN. 6-0946 1325 NEWBERRY AVE. MONSIEUR

## MUNCIE, IND.

B. W. HARDESTY, Owner &amp; Mgr.

## HARDESTY TRUCKING

622 Broadway

Telephone 4413

Local and Long Distance  
MOVING—STORAGE—CRATINGCarrying Shipments via C.O. or Big 4. Distribution of  
Merchandise & Household Goods Pool Cars.Agent for  
Auto-Mayflower Transit Co.—National Furniture Movers

## SOUTH BEND, IND.

## Ullery Cold Storage &amp; Warehouse Co.

401-403 S. Notre Dame Ave., South Bend 22

Merchandise and Cold Storage

Modern Cold Storage Locker Plant, 1400 Capacity

Private Siding on Grand Trunk Western Railroad

Pool Car Distribution, Trucking Service

Member A.W.A.—Ind. W.A.

## TERRE HAUTE, IND.

A.D.T. Service

## Distributors Terminal Corp.

Merchandise Storage and Distribution a Specialty  
Pool Cars SolicitedMotor Trucks for Store Door Delivery. Our clients do the selling—We do the  
rest. U. S. Licensed and Bonded Canned Foods Warehouse License No. 12-4.Represented by  
NEW YORK ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. PENN. 6-0946 1325 NEWBERRY AVE. MONSIEUR

## CEDAR RAPIDS, IOWA

## AMERICAN TRANSFER &amp; STORAGE CO.

401-411 FIRST ST. S. E. PHONE 2-1147

SINCE 1907

General Merchandise Warehousing and Distribution.  
Cold Storage.Modern Brick Warehouse, Sprinklered 80,000 Square Feet.  
Siding on C. M. St. P. & P. Rd. Free Switching from  
Other Roads. Motor Freight Terminal. Agent Grayson  
Lines.

## CEDAR RAPIDS, IA.

Cedar Rapids  
TRANSFER & STORAGE CO.FIREPROOF WAREHOUSE  
AND TRUCK TERMINAL ON TRUCKAGE  
All Modern Facilities For Efficient Warehousing  
and Distribution of Merchandise  
DAILY SERVICE IN EVERY DIRECTION

## DAVENPORT, IOWA

## EWERT &amp; RICHTER EXPRESS &amp; STORAGE CO.

At Davenport, Iowa, Rock Island and Moline, Ill.

Fireproof Warehouse on truckage. Phone Dial 3-3653.

Branch office and Warehouse service—Missis-

sippi Valley reaching 20 Million Consumers.

Pool and Storage Distribution.

Truck Terminal &amp; Motor Truck Service.

Members: AWA NFWA IAWA.

Associated Warehousemen, Inc.

Agents, ALLIED VAN LINES.

## DAVENPORT, IOWA

MEMBER AMERICAN CHAIN OF WAREHOUSES

Fireproof  
Warehouse  
on  
C. R. I. & P. Ry.MERCHANTS  
TRANSFER & STORAGE CO.

ESTABLISHED 1880

Merchandise Storage, Furniture Storage &  
Pool Car Distribution

MEMBERS: A.W.A.—N.F.W.A.—I.A.W.A.—

AGENTS—ALLIED VAN LINES, INC.

428  
Western  
Ave.

## DES MOINES, IOWA

## BLUE LINE STORAGE CO.

200-226 - Elm - Des Moines 9, Ia.

Merchandise and Household Goods  
StoragePrivate Siding—Free switch from  
any R.R. entering Des Moines

Members: A.W.A.—N.F.W.A.—I.A.W.A.—M.O.W.A.

## DES MOINES, IOWA

Member American Chain of Warehouses

Fire  
Proof  
Ware-  
houseMERCHANTS  
TRANSFER & STORAGE CO.

TRY OUR SUPERIOR SERVICE

51 years' warehousing nationally known accounts  
gives you Guaranteed Service  
Daily reports of shipments and attention to  
every detail9th  
&  
Walberry  
Des Moines 4



# The How and Why of the Co-ops

(Continued from page 14)

more than passing interest, perhaps of practical value, an attempt will be made here and in succeeding articles in *DandW* to examine the cooperative movement, to explain how it is organized, how it functions and what it accomplishes.

It's a vast subject, growing daily bigger and more important. Unfortunately, only its highlights can be sketched. This presentation, however, may help in the development of those broader concepts of distribution with which private enterprise is so deeply concerned.

Agriculture is generally recognized as America's basic industry. It is so closely related to all other industry that the latter rises or falls as the farmers succeed or fail. But agriculture's stability has always been affected by the fact that this vast enterprise has been split up into tiny units, numbering, now, 6,800,000. As a result, until the rise of the general farm organizations and the cooperatives, it was pretty much every man for himself.

The farmers lacked power to create demand, bargain for prices, control costs, operate at maximum efficiency. Particularly, they had to take whatever they could get for their products and pay retail prices for their production supplies.

Imagine General Motors, International Harvester, or any other of this country's far-flung industrial giants operating without a sales manager or a purchasing agent. It is in performing these two functions of selling and buying that the cooperatives are putting American agriculture on a modern business basis. Individual farmers who have learned how to use these services, the co-ops are the sales and purchasing departments on their respective farms.

But the system is still far from the all-embracing ideal. The 10,450 co-operative associations in existence today have 3,850,000 members. Many farmers, however, patronize more than one association in marketing their varied products, livestock, milk, poultry, etc., and after allowing for

duplications, it is figured that around two million farmers, barely one-third of the total, are participating in co-operative activities.

## Capper-Volstead Act

Idealists have many definitions of "cooperation." Getting down to rock bottom, it is in the movement's "Magna Carta," the Capper-Volstead act of 1922, that the legal definition is to be found. This federal statute states:

"Persons engaged in the production of agricultural products, as farmers, planters, ranchmen, dairymen, nut or fruit growers, may act together in associations, corporate or otherwise, with or without capital stock, in collectively processing, preparing for market, handling and marketing in interstate and foreign commerce, such products of persons so engaged. Such associations may have marketing agencies in common; and such associations and their members may make the necessary contracts and agreements to effect such purposes:

"Provided, however, that such associations are operated for the mutual benefit of the members thereof, as such producers, and conform to one or both of the following requirements: "First. That no member of the association is allowed more than one vote because of the amount of stock

## DES MOINES, IOWA

112-128 TENTH ST.

MERCHANDISE  
STORAGE

**Reppert**  
TRANSFER & STORAGE CO.

FURNITURE  
STORAGE



Special Heavy Equipment for Machinery, Bolders, Presses.  
Siding C.R.I.P. and D.M. Union Ry. Free Delivies from any R.R.  
Operators—Wholesale Merchants Delivery—Retail Merchants Delivery  
Agent Greyhound Lines.

## DES MOINES, IOWA

Member of A.W.A.—May. W.A.A.

Established 1880

MEMBER



**WHITE LINE**  
TRANSFER & STORAGE COMPANY

120 S.W. 5th Ave., Des Moines 8, Iowa

Merchandise & Household Goods Storage

Lowest Insurance Rate. Pool Car Distribution. Private Sid-

ing. Free Switching. Free Haul or Truck Pick-up Service.

Represented by ALLIED DISTRIBUTION INC. CHICAGO

11 WEST KING ST. ROOM 600A 2115 NEWBURY AVE. ROOM 351

## DUBUQUE, IOWA

## COMPLETE DISTRIBUTION SERVICES

222,000 sq. ft. of floor space in buildings of brick-concrete-steel construction. Chicago-Great Western R. R. siding with 10 car capacity. Free switching with Federal Barge Lines. Low insurance rates. Complete-Motor-Freight-Facilities. Pool car distribution—all kinds. Merchandise & Household Goods Storage, industrial and office space for rent.

Write today

**DUBUQUE STORAGE & TRANSFER CO.**  
3000 JACKSON ST. DUBUQUE, IOWA

Member of Iowa Warehouse Ass'n.  
Chicago Representative: National Warehousing Service, 519 W. Roosevelt  
Rd. (7) — Tel. Omaha 5742



Member NATIONAL FURNITURE WAREHOUSEMEN'S ASSN.  
Agent ALLIED VAN LINES, INC.

## MASON CITY, IOWA

## CADWELL STORAGE & MOVING CO.

Private siding CM&StP with full switching reciprocity—CRI—CGW—M&StL—CNW.

100,000 sq. ft. Dry Storage Space.

SPECIALIZE IN POOL CAR DISTRIBUTION with LOCAL CARTAGE FACILITIES. Member I.W.A.

## MASON CITY, IOWA

A. W. A.—May. W. A.



**MASON CITY WAREHOUSE CORPORATION**

Merchandise Storage,  
Household Goods Storage,  
Pool Car Distribution,  
Local and Long Distance  
Moving.

Packing & Crating,  
Local Transfer,  
Private Sidings,  
Motor Freight Terminal.

## WATERLOO, IOWA

## IOWA WAREHOUSE CO.



Fireproof Warehouse Motor Truck Service

Distributing and Warehousing All  
Classes of Merchandise and House-  
hold Goods



## KANSAS CITY, KANSAS

**INTER-STATE  
MOVING AND STORAGE COMPANY**  
FIREPROOF WAREHOUSE  
18th & MINNESOTA, KANSAS CITY 2

Packing, Moving, Storage and Shipping. Private Siding  
Agent for Allied Van Lines, Inc.  
L. J. CAMPFIELD, Proprietor Telephone Br. 2430



**PARSONS, KANSAS**

Member of A.W.A.

**PARSONS COLD STORAGE COMPANY**  
2021 GABRIEL AVE.

COLD STORAGE AND MERCHANDISE WAREHOUSING  
POOL CAR AND SPOT STOCK DISTRIBUTION  
QUICK SERVICE AND REASONABLE RATES

18 car siding on MK&T—Free switching. Pick up and delivery service for 2 Motor Freight lines operating out of our terminal.

**WICHITA, KANSAS**

Chas. Knorr, Mgr.

**MID-CONTINENT WAREHOUSE COMPANY**  
BONDED

619 East William St., Wichita 2.  
**MERCHANDISE STORAGE DISTRIBUTION**  
A SUPERIOR SERVICE REASONABLY  
AND INTELLIGENTLY RENDERED

**TOPEKA, KANSAS**

Agent for Allied Van Lines, Inc.

**TOPEKA TRANSFER and STORAGE Co., Inc.**

A.W.A. Established 1886 M.F.W.A.  
FIREPROOF WAREHOUSES FOR MERCHANDISE & HOUSEHOLD GOODS  
TWICE DAILY TRUCK SERVICE TOPEKA-KANSAS CITY  
CITY-WIDE DELIVERY SERVICE  
Private Switch Connections AT & SF, OBI & P, U.P. and M.P.

**WICHITA, KANS.**

**WICHITA, KANSAS**

*A Modern Distribution and Warehousing Service*  
**Brokers Office & Warehouse Co.**

149 North Rock Island Ave., Wichita 2  
B. W. BILLINGSLEY, JR., Manager  
Member of American Chain of Warehouses

**LOUISVILLE, KY.**

**Louisville Public Warehouse Company**

131 EAST MAIN ST., LOUISVILLE 2  
25 WAREHOUSES 944,000 SQUARE FEET

Louisville Member  
AMERICAN CHAIN—DISTRIBUTION SERVICE, INC.  
Gen'l Mdee. H. H. Goods

**WICHITA, KANSAS**

Write or Wire



**Cassell**  
TRANSFER & STORAGE CO.

125 No. Rock Island Ave., Wichita 2  
Fireproof Storage and Sprinkler System

**NEW ORLEANS, LA.**

Member of A.W.A.

**Independent Warehouse Co., Inc.**

2800 CHARTRES ST., New Orleans 17  
Specializing in MDSE Distribution  
Operating Under Federal License  
All concrete Warehouses, sprinklered, low insurance rates, low handling costs. Located on Mississippi River—shipside connection. Switching connections with all rail lines. State Bonded. Inquiries Solicited.

or membership capital he may own therein, or;

"Second. That the association does not pay dividends on stock or membership capital in excess of 8 per centum per annum.

"And, in either case, the following:  
"Third. That the association shall not deal in the products of non-members to an amount greater in value than such as are handled by it for members."

The "average" American cooperative association, built on this legal foundation, is pictured as an enterprise doing an annual business of over \$250,000. It has 300 members and its investment in land, buildings and equipment is over \$16,500. From this average the figures range up and down between wide extremes.

You'll find some cooperatives serving only a score or two of farmers in some quiet country community. Then there are others with membership upwards of 150,000 and more and, (before the war) with sales branches in all the European capitals.

**Fundamental Purposes**

No matter what the size or the scope, the purpose of the cooperatives always is the same: among the marketing groups it is to get the best possible legitimate market price for

**Largest Tire**



Built in the plant of Goodyear Tire & Rubber Co., Akron, this new experimental airplane tire is the largest and heaviest ever produced in this country. Measuring 110 in. in overall diameter, 44 in. across the beads, and 36 in. from one sidewall to another, the complete assembly of tire, tube and rim weighs 2600 lb. Weight of the tube alone is 250 lb. Shown comparing a standard 6.00-16, popular-size automobile tire with the new giant airplane tire is E. J. Thomas, president of the Goodyear Co.

the standardized quality goods they sell; among the purchasing groups, to get the best on the market for their money, at cost plus handling expenses.

The earliest types of agricultural cooperative associations were largely local enterprises, in which farmers of one community united to operate their own grain elevator, creamery, cheese factory or livestock shipping association.

Federation of these local units into a larger association followed when it was found that certain services could be performed more advantageously by broader grouping. Farmers remain members of the locals and retain ownership of their physical facilities where such preliminary distribution functions as grading and packing are performed.

In the federation, built "from the bottom up," the local is represented as a unit and for all locals in the organization the larger agency performs, in general, such services as selling the product, promulgating and supervising regulations relating to grade and to preparation of members' products for market, handling transportation details and, often, making joint purchase of production supplies as an "accommodation."

Beginning about 1920, large scale "centralized" cooperative associations

developed, a type built "from the top down," in which services and administrative functions, including ownership and control of physical facilities, are performed by this central agency over a wide area, for farmers who hold direct membership in it. Some centralized co-ops cover an entire state; others operate in parts of several states.

Since 1929 there has appeared still another type, the national sales agency, whose members are usually state or regional associations, and, sometimes, too, the small locals. Objectives of this national agency are to assemble large volumes of a commodity under control of one management, thereby improving sales efficiency, avoiding duplication of facilities, and eliminating competition between smaller co-op organizations. These nationals market for the producers such products as cotton, grain, livestock, fruit, vegetables, wool, etc.

#### Organization and Set-ups

Organization of a cooperative association is accomplished by ordinary business procedure. A group of farmers desiring to set up an association subscribe capital stock or pay a membership fee, adopt by-laws and elect a board of directors. A manager is hired, policies determined and facilities provided. Thereafter the man-

### Silk Worm May Spin Cocoon in California.

That silk growing may become one of California's future industries was the opinion of a state legislative investigating committee headed by John B. Pelletier, Los Angeles. Reporting to the legislature in Sacramento, the committee stated that the cheap labor of Asia, with which the silk industry has been carried on, can be offset by American machinery. One machine, the report disclosed, can pick mulberry leaves for silk worms, while another can reel silk from the cocoons.

With its dry, frost-free and thunder-free climatic conditions, California can produce three silk crops a year, compared with the single crop possible in Japan. Before the war, the United States imported from Japan raw silk valued at \$300,000,000. This silk was fabricated into merchandise worth \$1,200,000,000.

Expressing the belief that silk can be produced by characteristic American industrial methods in California, the committee suggested that the legislature give encouragement and moral support to those interested in establishing a profitable silk industry in the state. (Herr)

ager becomes responsible for operations, with close supervision by the board.

Under corporation law voting power in a corporation is related to the

number of shares owned by the stockholder and profits are distributed on the share basis. Cooperative law, on the other hand, provides three fundamental features: 1. one-man-one-vote; 2. limitation of the amount of stock one member may own; 3. the patronage dividend, distributed from net proceeds in proportion to the amount of business done for the individual member by the co-op. Often stock ownership is limited to farmers having the kind of products dealt in through the co-op. Transfer of stock is also restricted. These various provisions insure that full control of the association remains in its members' hands on a basis of equality for all.

Payment of dividends in proportion to volume of business given by the member to his association enhances the democratic nature of the system, by limiting the urge to buy large blocks of stock, and, at the same time, strengthens the co-op by inducing all members to use their co-op to the utmost.

Development of non-stock, non-profit associations has lessened the importance of the patronage dividend. Membership rests on contracts between the farmer and the association, or often it is gained by payment of a membership fee. This provides the capital and is unrelated to voting

#### NEW ORLEANS, LA.

E. B. FONTAINE, Pres. & Mgr.

### Commercial Terminal Warehouse Company

INCORPORATED

#### Modern Merchandise Warehouses

A dependable agency for the distribution of merchandise and manufactured products.



New York—Chicago

Storage Cartage Forwarding  
Distributing Bean Cleaning  
and Grading Fumigating

Office 402 No. Peters Street  
NEW ORLEANS 16 LOUISIANA

#### NEW ORLEANS, LA.

New Orleans Merchandise Warehousemen's Ass'n.

### MALONEY TRUCKING & STORAGE, Inc.

133 NORTH FRONT ST., NEW ORLEANS 1

An Able servant to the PORT OF NEW ORLEANS

Complete warehousing facilities—Distribution—Weighing—Forwarding—Fumigation—Storage—Cartage—Field Warehousing—Office Space—Display Rooms—Sprinklered Risk.

UNITED STATES AND STATE BONDED

NEW YORK BRIDGE DISTRICT NEW YORK CHICAGO  
11 WEST 42ND ST. NEW YORK 1022 NEWBURY AVE. NEW ORLEANS

#### NEW ORLEANS, LA.

T. E. GANNETT, Owner



### Standard Warehouse Company

100 Poydras St., New Orleans 8, La.

Complete Warehousing Service

#### NEW ORLEANS, LA.

Douglas Shipline Storage Corporation  
Douglas Public Service Corporation

Represented by  
Distribution  
Service, Inc.  
New York Chicago  
San Francisco



New Orleans 1, La.

Sprinklered storage —  
1,000,000 square feet.  
Miso. and Furniture.  
Switch truck capacity —  
100 cars.  
Nice warehouses, convenient to your trade.  
Loans made against negotiable receipts.  
Trucking Department operating 100 trucks.  
Insurance Rates 12¢ to 15¢.



#### SHREVEPORT, LA.

The Distribution Center  
of ARK.—LA.—TEX.

SPECIALIZING IN

### MERCHANDISE STORAGE and POOL CAR DISTRIBUTION

Modern fireproof facilities with sprinkler system . . . Private siding . . . Watchman service . . . Low insurance rate . . . Loans arranged on stored commodities . . . Truck connections with all motor freight lines . . . Courteous, efficient service for thirty-two years . . . IF you want your customers to get the best in Distribution Services HAVE HERRIN HANDLE!!

HERRIN TRANSFER and WAREHOUSE CO., INC.  
MARSHALL AT DAVIS STREET, SHREVEPORT 24  
Household Goods Storage and Transfer. Trucking Delivery Service.

#### BANGOR, MAINE

### McLAUGHLIN WAREHOUSE CO.

Established 1875

Incorporated 1918

#### General Storage and Distributing

Rail and Water Connection—Private Siding

Member of A.C.W.—A.W.A.—N.F.W.A.—Agent A.V.L.



**BALTIMORE, MD.**



For Details See Directory Issue  
Distribution and Warehousing  
**BALTIMORE FIDELITY WAREHOUSE CO.**  
Hillen & High Sts., Baltimore 2  
**T. E. WITTERS, President**  
Baltimore's Most Modern Merchandise Warehouses  
Rail and Water Facilities  
Pool Car Distribution—Storage—Forwarding  
Private Siding Western Maryland Railway

**BALTIMORE, MD.**



Incorporated 1905  
**Baltimore Storage Co., Inc.**  
N. W. Cor. Charles and 26th Sts.  
Baltimore 18  
MODERN FIREPROOF WAREHOUSE. EVERY FACILITY  
FOR THE HANDLING OF YOUR SHIPMENTS.  
Exclusive Agents for  
**AERO MAYFLOWER TRANSIT CO.**  
Vans Coast to Coast Canada and Mexico

**BALTIMORE, MD.**

**CAMDEN WAREHOUSES**  
Rm. 201, Camden Sts., Baltimore 1  
Operating Terminal Warehouses on Tracks of  
**The Baltimore & Ohio Railroad Co.**  
A.D.T. Private Watchman, Sprinkler  
Storage—Distribution—Forwarding  
Tobacco Inspection and Export—Low Insurance Rates  
Consign Via Baltimore & Ohio Railroad

**BALTIMORE, MD.**

U. S. Customs  
Bonded Draymen

Main Office: 6201 Pulaski Highway



**DAVIDSON  
TRANSFER & STORAGE CO.**  
Household Goods and Merchandise—Storage—Delivery  
—Uncrating—Special Flat Bed Trucks for Life Cases  
Agents: Allied Van Lines . . . Member N. F. W. A.

**BALTIMORE, MD.**

Martin J. Reilly, Pres. A. Bernard Heine, Vice-Pres.

**FIDELITY STORAGE CO.**  
2104-6-8 MARYLAND AVE.

Baltimore's Modern Fireproof Warehouse  
Your Clients Efficiently Served All Collections Promptly Remitted  
**MOTOR FREIGHT SERVICE**  
Household Goods Pool Car Distribution Merchandise  
Member of N. F. W. A.—M. F. W. A.—M. E. T. A.  
Agent for Allied Van Lines, Inc.

**BALTIMORE, MD.**



**VAN  
LINES**

**& FIRE-PROOF  
STORAGE WAREHOUSES**  
524 to 534 WEST LAFAYETTE AVE., BALTIMORE 17  
The Most Complete Moving and Storage Organization in Baltimore.  
Long Distance Moving to 34 States—Certificates granted—MC-59452.  
Tariff-Independent Movers' and Warehousemen's Assn.

**BALTIMORE, MD.**



**SECURITY STORAGE CO.**

15 W. North Ave., Baltimore 1  
EFFICIENT WAREHOUSEMEN  
MOTOR VAN SERVICE  
RESPONSIBLE AND COURTEOUS MANAGEMENT

**BALTIMORE, MD.**



**TERMINAL WAREHOUSE CO.**

Founded 1893  
Davis & Pleasant Sts., Baltimore 2  
Operating four Modern Warehouses on tracks  
of Pennsylvania Railroad Company.  
Resources \$750,000  
Trucking Storage  
A.D.T. Watchmen  
Pool Car Distribution  
Financing Bonded Space  
Represented by  
Associated Warehousemen, Inc., New York and Chicago

**BOSTON, MASS.**

Operated by Boston Tidewater Terminal, Inc.

**CHARLES RIVER STORES**

131 BEVERLY STREET—BOSTON 14, MASS.



Located within the city limits.  
Adjacent to North Station.  
Brick and concrete  
buildings, some sprinklered  
and heated. A. D. T.

burglary-alarm service.  
300,000 square feet. U. S.  
Customs & Internal Revenue  
bonded space. Boston  
& Maine R.R. delivery.

**BOSTON, MASS.**

**CLARK-REID CO., INC.**

GEO. E. MARTIN, President

**GREATER BOSTON SERVICE**

HOUSEHOLD GOODS STORAGE—PACKING—SHIPPING

OFFICES: 83 Charles St., Boston  
1380 Green St., Cambridge  
MASS. F. W. A. Conn. W. A. N. F. W. A. V. L.

**BOSTON, MASS.**

**CONGRESS STORES, Inc.**

38 STILLINGS ST., BOSTON 10

GENERAL MERCHANDISE STORAGE

Central Location—Personal Service

Pool Car Distribution

Sidings on N. Y., N. H. & H. R. R.

Protected By  
A. D. T. Service

Member  
Mass. Warehousemen's Assn.

**BOSTON, MASS.**

Established 1896

PACKING

MOVING

D. W. **DUNN** CO.

STORING

SHIPPING

Member May W. A.

3173 Washington St.

**BOSTON, MASS.**

**FITZ WAREHOUSE CORPORATION**

operating

**ALBANY TERMINAL STORES**

137 Kneeland Street, Boston 11

GENERAL MERCHANDISE STORAGE

B. & A. R. R. Delivery

Represented by  
NEW YORK: ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. NEW YORK 36-0000 1335 NEWBERRY AVE. CHICAGO 30

**BOSTON, MASS.**

**Hoosac Storage and Warehouse Company**

Lechmere Square, East Cambridge 41, Boston

**FREE AND BONDED STORAGE**

A. D. T. Automatic Fire Alarm

Direct Track Connection B. & M. R. R.

Lechmere Warehouse, East Cambridge, Mass.

Hoosac Store, Hoosac Dock, Charlestown, Mass.

Warren Bridge Warehouse, Charlestown, Mass.

**BOSTON, MASS.**

**W. A. KELSO**  
Pres.

**A. WALTER LARKIN**  
Treas. & Mgr.

**J. L. KELSO COMPANY**

Established 1894

General Merchandise Warehouses

UNION WHARF, BOSTON 13

Connecting all railroads via

A. D. T. Service

Union Freight Railroad Co.

Motor Truck Service

Member of Mass. W. A.

**BOSTON 13, MASS.**

453 COMMERCIAL STREET

**MERCHANTS WAREHOUSE CO.**

Specially equipped to handle bale and bag  
commodities. Private railroad siding connect-  
ing all railroads. Free and bonded storage.

A. W. A.

M. W. A.



**BOSTON, MASS.**

**QUINCY MARKET COLD STORAGE  
AND WAREHOUSE COMPANY**

*Incorporated 1881*

178 Atlantic Ave., Boston 10, Mass.

**BOSTON, MASS.**

**WIGGIN TERMINALS, Inc.**

50 Terminal St. Boston (29) Mass.

**STORAGE**

B. & M. R.R.  
Myrtle Wharf  
Boston

N. Y., N. H. & H. R.R.  
E. Street Stores  
South Boston

**LYNN, MASS.**

**LYNN STORAGE WAREHOUSE CO.**

154-156 Pleasant St.

The only fireproof warehouses on the North Shore complete with every facility and private sidings for the storage and distribution of merchandise, automobiles and household goods. 100,000 sq. feet of space.

**Distributors—Packers—Shippers—Movers**

Member N.F.W.A.—Mass. F.W.A.



**NEW BEDFORD, MASS.**

IN THE  
NEW BEDFORD AREA  
*the Best is*



**NEW BEDFORD STORAGE  
WAREHOUSE CO.**

3 MODERN WAREHOUSES  
FURNITURE STORAGE DEPARTMENT

SERVING NEW BEDFORD—CAPE COD—  
MARTHA'S VINEYARD—NANTUCKET  
Since 1910



600,000  
Sq. Ft.



**PITTSFIELD, MASS.**

**T. ROBERTS & SONS, INC.**

Local and Long Distance Furniture Moving

Fireproof Storage Warehouses  
Household Goods Storage—Packing—Shipping  
Merchandise Storage and Distribution  
Pool Car Distribution

DIRECT R.R. SIDING B. & A. R.R. OR ANY R.R.

**SPRINGFIELD, MASS.**

**ATLANTIC STATES WAREHOUSE AND  
COLD STORAGE CORPORATION**

385 LIBERTY ST., SPRINGFIELD 1

General Merchandise and Household Goods Storage. Cold Storage for  
Butter, Eggs, Poultry, Cheese, Meats and Citrus Fruits  
B. & A. Sidings and N. Y., N. H. & H. R. R. and B. & M. R. R.  
Daily Trucking Service to suburbs and towns within a radius of fifty  
miles.

Member of A.W.A.—N.W.A.

**SPRINGFIELD, MASS.**

E. G. Munnery, Pres. J. G. Hyland, V-Pres.

**HARTFORD DESPATCH  
and WAREHOUSE CO., Inc.**

214 BIRNIE AVENUE, SPRINGFIELD, MASS.

U. S. Bonded Warehouses . . . Pool Car Distribution . . . Household and  
Merchandise facilities . . . Private Sidings . . . Our fleet covers Connecticut  
and Massachusetts daily. Warehouses at Bridgeport and Hartford, Conn.  
Members: NFWA—AWA—ACW—AVL Agents

**SPRINGFIELD, MASS.**



**J. J. Sullivan The Mover, Inc.**

Fireproof Storage

Offices: 385 LIBERTY ST., SPRINGFIELD 1

HOUSEHOLD GOODS STORAGE, Packing,  
Shipping, Pool Car Distribution of All Kinds  
Fleet of Motor Trucks

**DETROIT, MICH.**

4444 LAWTON AVE.

**DETROIT TERMINAL WAREHOUSES, INC.**

N.Y.C. R. R. SIDING  
LOADING DOCKS

PRIVATE OFFICES  
DRY STORAGE



PRIVATE POLICE PROTECTION • MOTORPOWER HANDLING EQUIPMENT

privilege; profits are non-existent and operating expenses are met by a service charge, deducted from returns on sales.

**The Patronage Dividend**

Considerable misunderstanding exists among outsiders as to the "patronage dividend." A cooperative, it must be remembered, acts as agent for its members, to supply a service on a cost-of-doing-business basis. To cover operating costs, plus a margin of safety, the members provide operating advances in amount usually about equal to the going trade margin for similar services.

When the season's operations are ended and the books closed, the difference between advances and actual costs are returned to members, to whom it belonged in the first place. Refunds are made in cash, or, if additions to working capital are desired, in

the form of stock or certificates of equity.

While the "cooperative spirit" is counted on to keep things going, it is not always enough, so to deter a sometimes "disloyal" cooperator from selling through other marketing mediums, various contractual devices have been adopted. Association by-laws provide that the farmer who sells elsewhere may be required to pay into the co-op treasury a sum equal to a service charge based on acreage or volume of products he had agreed to deliver to the association. He may also be forced to pay "liquidated damages" and he may be compelled by court injunction to fulfill his contract with the association.

**Marketing Function**

In performing the marketing function two types of procedure have been adopted. In one, the local co-op grain

elevator, for example, the product is purchased outright; in the other, the livestock shipping association, for instance, the co-op acts merely as the farmer's selling agent.

Full payments on delivery, partial payments deferred final payments take care of the outright purchase plan. And if "profits" accrue above expected returns, this surplus, after deductions for expenses, interest, reserves, etc., is distributed on the patronage dividend basis.

In the agency form of operation no investment by members is required. The business is run by a hired manager, who assembles the product and handles shipments to market. Each member's lot is identified and sold separately at the terminal market and buyers' checks are remitted to the manager. Expenses are deducted and proceeds distributed in proportion to

the full amount each farmer got for his individual lot.

### Three Types of Pools

From the nature of many agricultural products, oranges, milk, cotton, as examples, it is not always possible to keep each member's shipment segregated all the way to the buyer. However, certain economies are possible through handling in volume by grade and in offering shipments at different markets where price advantages may be gained or "gluts" must be avoided.

To control the situation three types of pools have been devised, namely the "expense," the "settlement" and the "marketing" pool. Allocation of expenses and distribution of proceeds follow methods best adapted to the marketing procedure employed, details of which are too involved to permit full exposition here.

Financing the movement of agricultural crops to market is a yearly recurring problem for every farmer and funds for cooperative marketing come both from commercial and government loaning agencies, from individuals, supply manufacturers and other sources.

### Use of Borrowed Funds

In a study issued by the Farm Credit

Administration in 1939, it was stated that approximately one-half of the co-ops then in operation used borrowed funds in connection with their operations. Heaviest borrowers were associations which must carry large inventories for at least a part of the year, such as cotton and tobacco associations, or fruit and vegetable associations which perform certain processing as well as selling services. Other large borrowers were grain elevators, creameries and cotton gins, which have substantial investments in physical facilities.

During 1936 borrowing reached a peak of \$314,553,000, of which 82 percent was borrowed by marketing and purchasing associations. Commercial banks provided 39 percent of the total loans that year and 26 percent was borrowed from the federal banks for cooperatives. Over 1,600 associations also borrowed primarily from individuals.

Forty-six percent of the loans were for less than \$5,000 each, on which was paid an average interest rate of 5.8 percent, while 32 associations borrowed more than a million dollars each at an average rate of 2.9 percent. Other large associations paid less than 2 percent to commercial banks.

Loans to cooperatives through a federal credit agency have been available since 1921. This lending at favorable terms was chosen by the federal government as one of the methods to encourage development of cooperative associations. Since 1933 financing has been handled through a Central Bank for Cooperatives, Washington, D. C., and through 12 district banks, established at Springfield, Mass., Baltimore, Md., Columbia, S. C., Louisville, Ky., New Orleans, La., St. Louis, Mo., St. Paul, Min., Omaha, Neb., Wichita, Kans., Houston, Tex., Berkeley, Cal., and Spokane, Wash. Capital stock comes from a \$500,000,000 revolving fund, authorized in the Agricultural Marketing Act of 1929.

These banks, an official government statement explains, "provide special types of credit to farm cooperatives at reasonable rates of interest. This credit is available in adequate amounts and the loans, while made on a business basis, are made by an agency organized for this special purpose, with officers and employees who understand the cooperative way of doing business."

The special types of credit include "commodity" loans, secured by liens on farm products or supplies; "operating" or working capital loans, secured by liens on real estate, inven-

### DETROIT, MICH.



### Central Detroit Warehouse

Located in the heart of the wholesale and jobbing district, within a half-mile of all freight terminals. Modern buildings, lowest insurance rate in city.

### Warehouse & Terminals Corporation Wyoming and Brandt Avenues

Modern concrete buildings, fully sprinklered, serving the west side of Detroit and the city of Dearborn. Specializing in heavy and light package merchandise and liquid commodities in bulk. Connected directly with every railroad entering the city.

### Central Detroit Warehouse Co.

Fort and Tenth Streets, Detroit 16, Mich.

### DETROIT, MICH.

## DETROIT STORAGE CO.

Established 57 Years

### STORAGE WAREHOUSES ALL OVER DETROIT



Local and Long Distance Removals  
Foreign and Domestic Shipping

Main Office

2937 East Grand Boulevard  
Detroit 2

Telephone Trinity 2-8222

### DETROIT, MICH.

## Henry & Schram Storage & Trucking Company

"The Warehouse of Service"

MERCHANDISE STORAGE—GENERAL TRUCKING  
CAR LOAD DISTRIBUTION

Private Siding on

Wabash—Canadian Pacific—Pennsylvania—Pere Marquette Railways

A.D.T. Aero Automatic Fire Alarm and  
A.D.T. Burglary and Fire Protection  
"Your Interests Are Always Ours"

1941-63 W. Fort Street  
DETROIT 16, MICHIGAN





## MICHIGAN

DETROIT, MICH.

### GRAND TRUNK WAREHOUSE & COLD STORAGE COMPANY

DETROIT 11, MICH.

Ferry Ave., E. and Grand Trunk Railway



Local, regional and storage-in-transit service, offering every facility known to modern distribution.

New  
Ultra-Modern  
Plant

Trunk Line  
Terminal  
Complete Service

Continent-wide Connections



DETROIT, MICH.

### John F. Ivory Stge. Co., Inc.

MOVING—PACKING—SHIPPING  
STORAGE—PRIVATE SIDING

8035 Woodward Ave., Detroit 2, Mich.

DETROIT, MICH.

Facing the Busiest  
Thoroughfare in

## DETROIT

In this modern fireproof building you can have bright, inexpensive, specially designed offices under the same roof with a complete warehouse and distribution service.

150,000 sq. ft. located on Detroit's busiest thoroughfare. Private siding facilities for 10 cars with free switching from all railroads. Large, enclosed loading dock. Our own trucks make prompt reshipment and city deliveries.

### JEFFERSON TERMINAL WAREHOUSE

1900 E. Jefferson Ave.

DETROIT 7, MICHIGAN

DETROIT, MICH.

Established 1882

### RIVERSIDE

STORAGE & CARTAGE CO.

Cass & Congress Sts., Detroit 26

Household Goods and Merchandise Storage  
Moving—Packing—Shipping  
Personal Service Guaranteed  
Members—A.W.A.—N.F.W.A.—Allied Van Lines



tories and equipment; and "facility" loans, made to enable a co-op to purchase, build or lease land and buildings, and secured by first mortgages. Loans are made only after strict eligibility requirements are met.

Recent figures are not available, but from 1933 to the end of 1939 these banks for cooperatives had loaned

\$491,000,000. Repayments in the seven years had totaled \$414,000,000, leaving, at the end of 1939, \$76,000,000 in loans outstanding among 1,634 cooperatives.

("How the Co-ops Cut Distribution Costs" will appear in the August issue.)

He decried the idea that exemptions granted to about 5,000 cooperatives could "threaten the entire business world." NTEA's sincerity, he added, "can be measured by the interest it shows in applying its doctrines to the 2,500,000 non-income-tax paying private businesses."

Tax exemption on refunds paid by the co-ops to their patrons, he stated, put the co-ops in the same position with other businesses, whose trade and other discounts are legal deductions from gross earnings. Court rulings, he said, have impartially upheld the legality of these exemptions, when claimed by private enterprise, as well as by the co-ops.

#### "Inflammatory Rumor"

Referring to a rumor recently circulated to the effect that some mail order house "planned to turn co-op for tax exemption purposes," Mr. Newton charged that "the obvious purpose of this inflammatory rumor is to plant the idea with business men not engaged in competition for the farm market, that unless something drastic is done to curb the exempt farmer cooperatives, they may soon enter city markets.

"The fact is," he said, "that any farmer purchasing cooperative which

## Co-ops Tax Exemption

(Continued from page 14)

pressive segment of business. The presumption is strengthened that it derives its chief support from a few who are in direct competition with farmer cooperatives."

#### Private Firms Exempt

About 500,000 partnership businesses and 2,000,000 sole proprietorship businesses, Mr. Newton pointed out, are exempt from corporation income tax or any similar levy on business income, as distinguished from personal income.

"There are 10,450 farmer cooperatives in operation today," he continued, "and our best advice is that not

more than 50 percent of them have even qualified for exemption from corporation income taxes. If, however, we assume for the moment, that all farmer co-ops are exempt, we still find that less than one out of every 200 businesses free from corporation income taxes is a cooperative. The actual ratio of exempt co-ops to the total of all exempt businesses is far less than that.

"No one can seriously question that both sole proprietorships and partnerships are liberally spread throughout most fields of business and come into direct competition with corporations far more often than cooperatives."

DETROIT, MICH.

AN ASSOCIATED

Member A. W. A.

In  
Greater  
**DETROIT**  
THE BEST IS  
★ U. S. ★  
**UNITED STATES WAREHOUSE COMPANY**  
1448 WABASH AVENUE • PHONE RANDOLPH 4730  
DIVISION OF  
**UNITED STATES GOLD STORAGE CORPORATION**  
OPERATING  
United States Cold Storage Corporation Chicago  
United States Cold Storage Company Kansas City  
United States Cold Storage Company Dallas  
United States Warehouse Company Detroit



CHICAGO DALLAS DETROIT KANSAS CITY

WAREHOUSE

SAGINAW, MICH.

**BRANCH HOUSE SERVICE**  
... AT WAREHOUSE COST

- It is possible here to secure the same high-grade service you would expect in your own branch warehouse, but at less expense and without worry or trouble.
- Saginaw is a distribution point for Northeastern Michigan. Every merchandise warehouse facility is available at Central-Warehouse Co.
- Merchandise storage, cartage, pool car distribution, daily direct service to all points within 75 miles by responsible carriers.

**CENTRAL WAREHOUSE CO.**  
1840 No. Michigan Avenue SAGINAW, MICHIGAN



Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

MINNEAPOLIS, MINN.

**Kedney WAREHOUSE CO.**  
617 WASHINGTON AVE., NO. Minneapolis 1  
**STORAGE**  
**MERCHANDISE & HOUSEHOLD GOODS**  
A. W. A. — N. F. W. A. — MINN. N. W. A.

MINNEAPOLIS, MINN.

**LA BELLE SAFETY STORAGE & MOVING CO.**  
708 Central Ave. Minneapolis 14, Minn.  
George La Belle, Pres.  
OPERATING AGENTS ALLIED VAN LINES  
Fireproof Storage Warehouse.  
Large fleet of equipment for local and long distance moving.




MINNEAPOLIS, MINN.

Member of **MINNEAPOLIS TERMINAL WAREHOUSE CO.**  
**STORAGE — TRUCKING — POOL CAR DISTRIBUTION**  
Complete Facilities At The Three Important Centers  
Minneapolis Midway St. Paul  
New York Chicago



MINNEAPOLIS, MINN.

**CENTRAL and COMPLETE FACILITIES**  
Merchandise warehouse completely sprinkled—State Bonded. Pool cars distributed.  
Close to metropolitan Minneapolis and St. Paul, Northwestern Terminal places at your disposal 20 trucks, 15 tractors and 50 semi-trailers—complete motor equipment.  
**NORTHWESTERN TERMINAL CO.**  
500 Stinson Blvd. Minneapolis 13  
Member: MINNEAPOLIS N. W. A.

MINNEAPOLIS, MINN.

**SECURITY WAREHOUSE COMPANY**  
Competent and capable merchandise warehouseman  
General Offices: 334 N. 1st Street

MINNEAPOLIS, MINN.

**SKELLET COMPANY**  
251 — 6th Avenue So., Minneapolis 15  
Pool Car Distribution Freight Forwarding  
Merchandise Storage Household Goods Storage  
Motor Freight Line Chicago to St. Paul, Minneapolis, Omaha, Kansas City and Denver.  
Consign Central States Freight Service at Chicago.




DETROIT, MICH.

Members N. F. W. A.

**Wolverine Storage Company, Inc.**  
11850 E. Jefferson Ave., Detroit 14  
**STORAGE AND MOVING, PACKING AND SHIPPING**  
Agent for Allied Van Lines, Inc.




GRAND RAPIDS, MICH.

**THE LARGEST COMPLETE WAREHOUSING AND DISTRIBUTING SERVICE IN GRAND RAPIDS**  
**COLUMBIAN Storage & Transfer Co.**  
Approximately 90% of All Commercial Storage and Pool Cars in Grand Rapids Handled Thru Columbian  
Member of A. W. A. Represented by ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. PENK 9-0966 1533 NEWBERRY AVE., MONMOUTH



LANSING, MICH.

Established 1919

**FIREPROOF STORAGE CO.**  
430-440 No. Larch St., Lansing 2  
Merchandise and Household Goods Storage  
—Modern Fireproof Building—  
Pool Car Distribution—Private Bldg.  
P. M. R. R.  
Trucks for Local Deliveries  
Member of A. W. A.—May W. A.




LANSING, MICH.

Agent for Allied Van Lines, Inc.

**LANSING STORAGE COMPANY**  
The only modern fireproof warehouse in Lansing exclusively for household storage.  
**MOTHPROOF FUR AND RUG VAULTS**  
Local and Long Distance Moving  
"WE KNOW HOW"  
440 No. Washington Ave., Lansing 30




extends its sales to non-farmers to more than 15 percent of its total will automatically disqualify itself for exemption."

One of the highlights of the hearing was a plea by an Iowa farmer, Albert Koolhof, of Webster City, for toleration and the establishment and maintenance of mutual understanding between small business and the co-ops.

"We've been attacked by little business men," said Mr. Koolhof, who is president of the High View Grain Cooperative, at Webster City. "They've scattered their pamphlets against us all over the country and have done and said many underhand things. And yet the co-ops have done more for the little businessman than they realize.

#### OPA Prices

"It's only from sheer necessity that we have been driven into our cooper-

ative enterprises. Recently we started our Boone Valley Cooperative Soybean Processing Assn. Why? Because OPA prices made it impossible for us to get from commercial channels the feed we needed to keep our stock alive.

"A while ago, we farmers invited our town's Chamber of Commerce to be our guests and we told them what we are doing for our community. One of the things we talked about was the patronage dividend of over \$20,000 we had distributed to our members. We told them that most of that money would be spent over their counters.

"We don't pay the taxes, it's true, but I pay them," he said, with vehement emphasis on the two pronouns. "All this irresponsible talk about the cooperatives being socialistic and communistic burns me up. The co-ops are the finest form of true democracy in action. They help to keep city folks and farmers together and we need that." (Slawson)

## Army Supply Depots Cut Demurrage Costs

Prompt loading and unloading of freight have enabled Quartermaster Depots and Army Service Forces Depots, administered by the Quartermaster Corps, to close their February operations with demurrage payments averaging less than two cents per car for the 59,785 carloads of shipments handled.

Quartermaster Depots report 85 per cent of cars released within 24 hours, 12 per cent within 24 to 48 hr. and only 3 per cent held beyond the 48-hr. free time limit. These figures cover 17,434 carloads of freight upon which total demurrage payments were only \$47 for the month.

Army Service Forces Depots report 67 per cent of February cars released within 24 hours, 25 per cent within 24 to 48 hr. and 8 per cent detained more than 48 hr. These depots handled 42,352 carloads of freight during February with demurrage payments totaling \$836.

## Large Aluminum Output in Northwest

Postwar aluminum production capacity of the Pacific Northwest will be so great that it may well lead the United States when production is diverted to peacetime operations. This assumption seems to follow from facts released this month by the bureau of research of Washington Univer-

sity's college of business and economics.

The survey shows that the Northwest, postwar, will be capable of producing twice as much aluminum as was put out by the entire United States before the war. (Gidlow)

## Buys Truscon Lab.

Devco & Reynolds Co., New York, has purchased the Truscon Laboratories, Inc., Detroit, makers of water and damp-proofing products and other items. R. A. Plumb, only president of Truscon Laboratories, and other officers and general policies will continue unchanged. (Kline)

### ROCHESTER, MINN.

Merchandise and Household Goods Storage  
Local Pool Car Distribution  
Packing—Crating—Bonded Storage  
Local and Long Distance Moving  
**ROCHESTER TRANSFER & STORAGE CO.**  
10—1st Ave., S. E., Phone 4515  
Rochester, Minn.  
Member N.F.W.A. and Allied Van Lines, Minn. Northwest W.A.

### ST. PAUL, MINN.

**Kedney WAREHOUSE CO.**  
117 W. University Ave.  
St. Paul 3  
STORAGE  
MERCHANDISE & HOUSEHOLD GOODS  
A.W.A.—N.F.W.A.—Minn.—N.W.A.

### ST. PAUL, MINN.

**A COMPLETE WAREHOUSING SERVICE**  
Merchandise Storage — Cold Storage  
Pool Car Distribution  
Industrial Facilities

Situated in the Midway, the center of the Twin City Metropolitan area, the logical warehouse from which the Twin Cities and the Great Northwest can be served from one stock, with utmost speed and economy. No telephone toll charge to either city.

**CENTRAL WAREHOUSE COMPANY**  
739 Pillsbury Avenue St. Paul 4, Minnesota

Represented by DISTRIBUTION SERVICE, INC.  
219 E. N. Water St. CHICAGO 11  
Phone: Superior 7100  
2 Broadway NEW YORK CITY 4  
Phone: 207ing Gross 9-0888  
325 Third St. SAN FRANCISCO 7  
Phone: Sutter 3481

**AMERICAN WAREHOUSEMEN'S ASSOCIATION**

### ST. PAUL, MINN.

Agents for Allied Van Lines, Inc.  
Member of N.F.W.A.—A.W.A.  
Special attention given household effects of your officials and employees moved from or to St. Paul.  
HOUSEHOLD GOODS STORAGE MERCHANDISE STORAGE  
Complete Branch House Service  
**FIDELITY STORAGE and TRANSFER CO.**  
Office & Warehouse: 332 Rosabel Cor. E. 4th, St. Paul 1

### JOPLIN, MO.

**SUNFLOWER LINES, INC.**

Successors to Tooties Transfer & Storage Co.  
1027-41 Virginia Ave. Joplin, Mo.

Distribution and storage of merchandise.  
Fireproof warehouses—Motor van service.  
On railroad siding—Lowest Insurance rates.  
**PACKING—STORAGE—SHIPPING**  
Agent for Greyvan Lines, Inc.

### KANSAS CITY, MO.

In Kansas City  
**it's the A-B-C FIREPROOF WAREHOUSE CO.**  
1015 E. Eighth St. (6)  
Distribution Cars are so handled as to carefully safeguard your own interests and those of your customers.  
Three Fireproof Constructed Warehouses  
Member of N.F.W.A. Agents Allied Van Lines, Inc.

### KANSAS CITY, MO.

Merchandise Storage  
Low Insurance Rates  
Pool Car Distribution  
Freight Forwarders  
and Distributors  
via rail or duty motor service to entire Southeast.  
**ADAMS**  
TRANSFER & STORAGE CO.  
MEMBER OF A.W.A.—A.C.W.  
Traffic Club—Chamber of Commerce  
Guaranteed by the Warehouse District  
228-236 West Fourth St. Kansas City 6



KANSAS CITY, MO.

Established 1880

**CENTRAL STORAGE CO.**

Efficient, Complete Merchandise Warehousing Service

Office—1422 ST. LOUIS AVE.

(West 10th Street)

In Center of Wholesale and Freight House District

KANSAS CITY, MO.

"Kansas City's Finest Warehouses"

**CROOKS TERMINAL WAREHOUSES, INC.**

1104 Union Ave., Kansas City 7

FINANCING  
A.D.T. BURGLAR ALARM  
LOWEST INSURANCE RATES  
COOL ROOM FACILITIESBEST RAILROAD FACILITIES  
IN THE HEART OF THE  
FREIGHT HOUSE AND  
WHOLESALE DISTRICTOperating  
Brokers' Warehouse, Security Warehouse, Terminal Warehouse

KANSAS CITY, MO.

**STORAGE  
AND  
DISTRIBUTION**400,000 sq. ft.  
Trackage on  
four railroads  
Truck docks—  
Low InsuranceMerchandise Warehouses, Inc. ST. LOUIS AVE.  
& MULBERRY ST.

KANSAS CITY, MO.

Established 1908

POOL CAR TERMINAL—Spacious, enclosed, sheltered loading  
Dock, facing wide Street in Wholesale and Shipping District on  
B&O-Alton Railroad siding.MERCHANDISE STORAGE — GENERAL CARTAGE  
Sprinklered—A.D.T.—Fleet modern Equipment**THE ONLY WAY TRANSFER & WAREHOUSE CO.**

1400-10 St. Louis Avenue, Kansas City 7

KANSAS CITY, MO.

*"Right in the Midst of Business"***COMPLETE WAREHOUSE FACILITIES**for the proper Storage and Distribution of your  
Merchandise in the Kansas City trade area.**POOL CAR DISTRIBUTION***We invite your Inquiries.*Represented by  
NEW YORK ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. NEW YORK 36-0000 1525 NEWBURY AVE. MINN33**MIDWEST TERMINAL WAREHOUSE CO.**

2020-30 Walnut Street, Kansas City 10, Mo.

Owned and Operated by the ST. LOUIS TERMINAL WAREHOUSE CO., St. Louis, Mo.

ST. LOUIS, MO.

**AALCO MOVING & STORAGE CO.**

3519 Page Boulevard, St. Louis 6



Nationwide Movers of Household Goods

GENERAL OFFICES  
3519 Page Boulevard

Agents for North American Van Lines

ST. LOUIS, MO.

for  
conscientious  
handling of  
fine furniture**Ben Langan**Storage & Moving  
5201 DELMAR, ST. LOUIS 8

## Basing Point Delivered Prices Declared Unlawful

(Continued from page 16)

required respondents to 'absorb' freight, varying in instances cited by the Commission from 4c. per 100 lb. at St. Louis, Mo., to 15½c. per 100 lb. at Chicago."

"The Commission found that this inclusion of unearned freight or absorption of freight in calculating the delivered price operated to discriminate against purchasers at all points where the freight rate from Decatur was less than that from Chicago and in favor of purchasers at points where the freight rate from Decatur was greater than that from Chicago."

**Important Distinction**

The two paragraphs just quoted stress the fact that the court in its decisions was directly referring to basing point delivered prices, but not to uniform delivered prices. One should bear in mind this distinction when giving consideration to the

question involved, that of discrimination. This is further shown by the following which is also quoted from the Staley case decision:

"... the basing point system used by respondents discriminates systematically in favor of buyers in Chicago and at points nearer, freight-wise, to Chicago than to Decatur, and against purchasers at Decatur and points nearer to it, by reason of respondents' absorption of freight and collection of phantom freight.

"This is illustrated most graphically by respondents' delivered prices at Decatur and Chicago. On Aug. 1, 1939, these were \$2.09 at Chicago and \$2.27 at Decatur. Since respondents incurred 18c. freight in shipping to Chicago, their net price at the Decatur factory on shipments to Chicago was \$1.91. The discrimination in favor of Chicago and against Decatur was thus 36c. or 17 per cent of the Chicago price, in a field where a difference of a fraction of a cent in the

sales price of the candy processed from the glucose could divert buyers from one candy manufacturer to another. Only to a lesser degree are there like discriminations when other points of delivery are compared."

**Causes Discrimination**

The basing point delivered price, as explained above, clearly causes discrimination which does not necessarily apply in instances where the uniform delivered price system is used. The court has made a passing reference to this fact, but one must not forget that the court was not directly dealing with a uniform delivered price. For that reason the National Lead case, to which we have referred herein, will bear careful study when the decision is handed down. Should the Commission in that case declare uniform delivered prices unlawful the eventual results will be far reaching in the field of industry.

In summing up we find, in general,

that the two decisions make basing point delivered prices unlawful because: the prices usually vary according to factors, "phantom freight" or freight absorption which are unrelated to any proper element of cost; unearned or "phantom freight" charges are collected from customers,

but are not paid to carriers by the shipper; discrimination enters to lessen competition; such discrimination favors certain customers, and works against others. Finally, manufacturers must be able to justify basing point delivered prices under 2 (b) of the Clayton Act, as amended.

Merchant Fleet Corp. and of the Interstate Commerce Commission.

**Cooperative Traffic Organizations**  
In addition to the eight kinds of traffic departments that have been defined, there are various additional organizations that interest themselves, entirely or in part, in the traffic and transportation matters of groups of members. There are cooperative associations, boards, bars, bureaus, conferences, clubs, chambers, exchange committees, leagues, etc.

## Traffic Management

(Continued from page 18)

ment, if one were operated by the shipper himself. In this way they tend to take the place of the traffic department for small shippers.

**Government Traffic Departments.** Traffic departments, bureaus, committees, or divisions of transportation maintained by governments are of three different types. (1) Those maintained out of general taxes, for the general benefit of the business interests of their territory. Examples of such organizations are the Transportation Division of the United States Department of Commerce, serving the business institutions of the entire nation; and the traffic bureaus of some state regulatory commissions, as in South Dakota. (2) The second type is little different from a commercial

or industrial traffic department. Such departments handle traffic for, and look after the shipments of, the bureau, commission, department, or other subdivision of the government of which they are a part, i.e., the traffic and transportation bureaus maintained for the administration of their own traffic by federal departments in Washington, D. C., and by the Army and Navy in their transportation divisions. (3) The third type of governmental traffic organization is one organized to assist a state or federal regulatory body, such as the traffic divisions of various state public-utility or railroad commissions, or the United States Shipping Board

## Stock Interests Exchanged For Postwar Integration

Rohr Aircraft Corp. and International Detrola Corp. have agreed to a proposal for exchange of stock interests and for an integrated postwar program of manufacturing related to the aviation, radio, and automobile industries, they announced recently.

Rohr thus becomes the first of the Pacific Coast aircraft companies to take definite action toward a diversified post-victory production calculated to uphold its employment and industrial volume. International Detrola will be the first Eastern radio receiver manufacturer to establish a west coast assembly plant to serve the expanding western market.

**COMPLETE:**  
Free from deficiency; entire; absolute; finished; to supply what is lacking. That's a complete definition of Long service. It covers every phase of modern warehousing and distribution as a matter of course.

**S. N. LONG WAREHOUSE**  
ST. LOUIS... The City Surrounded by the United States

ST. LOUIS, MO.

## Facilities plus Service



"The Home of National Distributors"

To Meet Your Warehousing and Distribution Requirements

In the Heart of St. Louis Industrial and Wholesale Districts

One Contact, One Responsibility and rates no higher through our Organization.

### 20 Years of Experience

to assure you of proper handling of your merchandise and prompt courteous service to your customers.

### Our Facilities:

Central Location, Protection, Special Space, Cleanliness, Switchboard, Order Dept., Complete Stock Control and Records, Monthly Inventories, Traffic & Legal Dept., and Bonded Employees.

Send for Complete Folder

**ST. LOUIS TERMINAL WAREHOUSE CO.**

"SERVING INDUSTRY FOR TWENTY YEARS"  
General Offices • 826 Clark Avenue • St. Louis 2, Mo. • MAin 4927

NEW YORK OFFICE  
250 Park Avenue (17)  
Plaza 3-1235

CHICAGO OFFICE  
53 West Jackson (4)  
Harrison 1495

**Member AMERICAN WAREHOUSEMEN'S ASSOCIATION**

ST. LOUIS, MO.

## RUTGER STREET WAREHOUSE, INC.

MAIN & RUTGER STS., ST. LOUIS 4  
A.D.T. Burglar & Sprinkler Alarms.  
200,000 Sq. Feet of Service  
BONDED Low Insurance

Merchandise Storage and Distribution.

Truck Connections with All  
Rail and River Lines.

Offices:  
New York  
W. Urry Hill 9-7645  
Chicago  
Randolph 4458



HASTINGS, NEBR.



1876

1945

**BORLEY'S**  
Storage & Transfer Co., Inc.  
Pool Car Distribution  
FIREPROOF BONDED  
STORED OR SHIPPED

ST. LOUIS, MO.



## SLOAN'S MOVING AND STORAGE CO.

5619 DELMAR BLVD., ST. LOUIS 12  
70,000 Sq. Ft. of MODERN floor space. Fireproof,  
sprinklered, heated. Every load fully insured. Com-  
plete expert service "To and from Everywhere."  
Bonded. Exclusive agents United Van Lines, Inc.

LINCOLN, NEBR.

1889 56 Years of Continuous Service 1945

Merchandise and Household Storage—Pool Car Distribution  
We operate Thirty Trucks and have connections to all points in the State.  
Our buildings are clean, both Fire and Non-Fireproof, located on the lines  
of the C. B. & Q.—Mo. Pacific and Union Pacific with all other lines entering  
either city, absorbing switching.  
We are Bonded by the State—Our Rates are reasonable. We solicit your business  
and guarantee satisfaction. Investigation invited.

## SULLIVANS

Transfer & Storage Co.  
Lincoln 8, Nebr.  
301 N. 8th Street

Grand Island Storage Co.  
Grand Island, Nebr.  
311 W. 4th Street

ST. LOUIS, MO.

## Tyler Warehouse & Cold Storage Co.

### Merchandise and Cold Storage

Unexcelled service at lower rates

Pool Car Distribution and Forwarding

200 Dickson St. St. Louis 6, Mo.

Member of A.W.A.—Mo.W.A.—St.L.M.W.A.



SEDALIA, MO.

Owner Manager Responsibility

## MIDDLETON STORAGE

118 N. Lamine St. Phone 946 Sedalia, Missouri

Household Goods and Commercial  
Storage, Moving, Crating  
Packing and Shipping

Local and Long Distance Hauling  
Pool Car Distribution Private Switch



SPRINGFIELD, MO.

## GENERAL WAREHOUSE CORPORATION

601 N. National Ave., Springfield, Missouri  
Phone 236

Merchandise and Household Goods  
Storage and Distribution  
100,000 square feet, sprinklered  
Pool Car Distribution

Member A.W.A.—N.F.W.A.—Mo.W.A.



BILLINGS, MONT.

Established 1904

## BRUCE COOK TRANSFER & STORAGE COMPANY

Complete Facilities for Storage of Merchandise  
and Household Goods

Stop in Transit and Pool Car Distribution  
Warehouse Dock and Terminal for Five Truck Lines  
Private Siding Free Switching

Agents for Aero Mayflower Transit Company  
Member Mayflower Warehousemen's Association  
P. O. Box 1382 — 2801 Minnesota Avenue  
Billings, Montana



GREAT FALLS, MONT.

## GREAT FALLS TERMINAL WAREHOUSE COMPANY

Complete facilities for storage of merchandise and house-  
hold goods.

Stop in transit and pool car distribution. Warehouse dock  
and truck terminal.

Private siding

P. O. Box 8

Free switching

426—9th Ave., South

ELIZABETH, N. J.

Over Sixty Years of Honorable Service

## ENGEL BROTHERS, INC.

### HOUSEHOLD GOODS STORAGE

1179-81 EAST GRAND STREET, ELIZABETH 4

MODERN FLEET OF VANS FOR LOCAL AND LONG DISTANCE MOVING

OMAHA, NEB.

FORD

## STORAGE & MOVING COMPANY

1024 Dodge Street

Omaha 2, Nebraska

Omaha's most modern, centrally located warehouse. Fireproof construction—Fully  
sprinklered—Low Insurance. Sidings on I.C. R.R. and U.P. R.R. U. S. Customs  
Bond. General Merchandise—Cooler Storage—Household Goods Storage. Also op-  
erate modern facilities in Council Bluffs, Iowa. Our own fleet of trucks for quick  
deliveries.

Member of N.F.W.A. and A.W.A.

Represented by  
NEW YORK ALLIED DISTRIBUTION INC. CHICAGO  
12 WEST 42ND ST. PHON 9-0040 1525 NEWBERRY AVE. MOULDER

OMAHA, NEBR.

## GORDON Storage Warehouse, Inc.

### Merchandise and Household Goods

Four modern, sprinklered warehouses, located on trackage. We handle pool cars,  
merchandise and household goods. Trucking service. Let us act as your  
Omaha Branch.

Main Office, 702-12 So. 10th St., OMAHA 8, NEBR.

Member: A.W.A.—N.F.W.A.

Agents for Allied Van Lines, Inc.



OMAHA, NEB.

802-812 Leavenworth Street, Omaha 8

## MOREWOOD WAREHOUSE

Exclusive Merchandise

Complete Distribution—Storage Facilities

MANCHESTER, N. H.

Make Our Warehouse Your Branch Office for  
Complete Service in New Hampshire

NASHUA, N. H.

McLANE & TAYLOR

CONCORD, N. H.

Bonded Storage Warehouses

Offices 624 Willow St.

General Merchandise Storage & Distribution, Household  
Goods, Storage, Cold Storage, Unexcelled Facilities.

Pool Car Distribution

Direct R. R. Siding, Boston & Maine R. R.



**JERSEY CITY, N. J.**

On the Hudson River Directly Opposite  
New York City

**HARBORSIDE WAREHOUSE COMPANY, Inc.**

Tel. Bergen 4-6000 Thirty-four Exchange Place Executive and Sales  
Office: 66 Hudson St.  
Established 1933 New York 13, N. Y.  
Phone: Barclay 7-6500

**FACILITIES**—3 units—fireproof, brick and concrete. Private siding, Penna. R.R. connecting with all roads entering city. Merchandise Sigs.—sigs. and office space 1,650,000 sq. ft.; sprinklers; automatic fire alarm; ins. rate .099; rail siding—20-car capacity; platform capacity—40 trucks. Cold Stgs.—coolers 1,800,000 cu. ft.—freezers 1,150,000 cu. ft.—total 2,950,000 cu. ft., convertible; automatic fire alarm; ins. rate .60; brine refrigerator system; temp. range 0 to 35° F.; cooler room ventilation; humidity control; 30-truck platform; rail siding 16-car capacity. Water Dock Facilities—waterfront dock 600 ft.; draft min. 21 ft.; also pier berth 900 ft.; bulkhead draft 35-40 ft.

**SERVICE FEATURES**—Free lightering, pool car distribution. Rental of office space. Storage-in-transit. All perishable products accepted for cold storage. Free switching on certain perishable products. Bonded space available. American Express line steamers dock at piers adjacent to warehouse. Consign rail shipments to storeroom Harborside Warehouse Co., Jersey City, Pennsylvania R.R., Henderson Street Station D.F.

**ASSNS.**—A.W.A. (Cold Stgs. Div.); W. A. Port of N. Y.; Mar. Assoc.; N. Y. Mar. Exch.; Com. & Ind. Assoc. N. Y.; Jersey City C. of C.

**NEWARK, N. J.**

MEMBER: N.J.F.W.A. and N.F.W.A.

**PACKING! MOVING! STORAGE!**

dependable since 1860

**KNICKERBOCKER**  
**STORAGE WAREHOUSE COMPANY**

96 to 106 ARLINGTON STREET 74 to 76 SHIPMAN STREET  
Wm. R. Mulligan, Pres. James E. Mulligan, Sec'y and Mgr.

**NEWARK, N. J.**

Member of N.J.N.W.A.

**Newark Central Warehouse Co.**

General Offices: 110 Edison Place, Newark 5

In the heart of Newark—serving New Jersey and the entire Metropolitan Area. Sprinklered—low insurance rates. Central R.R. of N. J. 30 car siding; 25 motor truck delivery platform. Motor Freight Terminal. Merchandise automobile storage—branch office facilities.

**POOL CAR DISTRIBUTION**

NEW YORK 4120 WEST 41ST ST. NEW YORK 6-0957 NEWARK 4120 WEST 41ST ST. NEWARK 6-0957

**ALBUQUERQUE, N. M.**

**SPRINGER TRANSFER COMPANY**  
**ALBUQUERQUE**

Operating the Only Fireproof Storage Warehouse  
in New Mexico

Complete and efficient service in distribution, delivery  
or storage of general merchandise or furniture.

Member of N.F.W.A.—A.W.A.

**ALBANY, N. Y.**

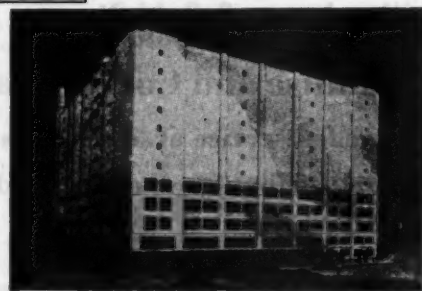
**Albany Terminal & Security Warehouse Co., Inc.**

Main office: 1 Dean Street, Albany 1

Storage for every need. Pool cars a specialty. Available storage space for rent if desired. Direct track connections with all railroads running into Albany.

Member American Warehousemen's Association

**ALBANY, N. Y.**



**CENTRAL WAREHOUSE CORPORATION**

Colonie and Montgomery Sts., Albany 1, N. Y.  
Telephone 3-4101

**Handling and Storing  
Air and Gas Cylinders.**

(Continued from page 32)

steel strap around the cylinders to add rigidity to the stack.

**Vertical Storage**

The vertical storage method for acetylene cylinders always places them in the position where they can immediately be taken out of storage and used. Care should be taken to see that all valves are tight and in good condition before the cylinders are placed in storage.

The above methods of handling and storing have been approved by manufacturers both of cylinders and gases, in both army and navy installations. There is no reason why they cannot be used in other storage operations, including the plants of the manufacturers themselves, and in transportation. With this method of handling and stowing, considerable space is saved, and the number of man hours required for these operations is materially reduced.

106—D and W, June, 1945

**Freight Bills**

The Interstate Commerce Commission has stated: "Freight bills have three functions: (a) to serve as a receipt to the consignee or consignor and as prima facie evidence of the payment of the transportation charges; (b) to serve as a receipt to the carrier and as prima facie evidence of the delivery of the property; and (c) to serve as a notice to the consignee of the arrival of the shipment. The freight bill has other uses, such as a means of identifying the shipment, and as a record." (29 I. C. C. 496)—"The Traffic Bit."

**Navy Lets Contract  
For Seven Warehouses**

Announcement was made at the Mechanicsburg Naval Supply Depot, Mechanicsburg, Pa., recently, that the Navy Department has let a contract for the construction of seven additional warehouses, a receiving building, including a cafeteria, and related services.

The contract was awarded to James Stewart and Co., Inc., 230 Park Ave., New York, at their bid of \$3,397,600.

The warehouses will be 200 by 600 ft. and one story high, in conformity with the existing warehouses on the reservation. They will be used for the storage of Navy material.

**Something New  
In Filing**

(Continued from page 31)

center on the special desk carriage can be supplemented with girls or office chairs with rollers on each outside edge of the file. At all times the complete file is visible and workable. On this installation, it is estimated that 90 per cent of the confusion generally present at filing points has been eliminated. It has reduced drudgeries, and raised the calibre of the file clerks, who now feel they have better working conditions, and consequently do better work.

The writer suggests that it would be well for executives in all fields to consider this system of filing. (Mathew W. Potts)

**New Guayule Plant Opens**

A new \$400,000 plant to mill guayule shrubs for rubber was placed in operation April 15 at Bakersfield, Cal., C. J. Lillevig, district manager, Federal Guayule Project announced. The mill will process guayule from 9,000 acres of the shrub being harvested this year in Kern County. The mill is geared to turn out about 4,500 lb. of rubber daily at peak production (Herr)

For Shippers' Convenience, States, Cities and Firms are Arranged Alphabetically

# How Export Agencies Can Aid Small Manufacturers

(Continued from page 30)

should indicate the territory in which he can effectively promote sales.

## Sales Commissions

Next to the problem of territorial assignments comes the task of determining means of compensation for sales results.

There is the possibility of quoting the foreign dealer a net price consisting of list price, minus a commission of 20 per cent or higher, depending on the product. In many instances, the manufacturer will use the same price he quotes to his domestic dealers, and leave it to the foreign dealer to decide what the local retail price should be. Competition will probably maintain local prices at reasonable levels. Retail prices are likely to be higher abroad. Costs of transportation and customs duties have to be taken into account. Turn-over may be smaller and interest charges higher. Bargaining on retail prices by customers is an accepted practice in many lands. A good dealer should know what price to ask to get the product

moving. If he doesn't, competition will soon teach him.

Attempts by the manufacturer to control retail prices abroad are seldom fruitful, and often result in definite friction, especially as title to the product generally passes to the dealer upon his payment with letter of credit at port of exit in the U. S.

Where the manufacturer has his own assembling or branch abroad, the dealer's functions become less complicated and involve fewer financing and shipping obligations. A stipulation with regard to retail prices is more easily enforceable under such conditions. Smaller manufacturers, however, often engage in extensions abroad in cooperation with capital available locally, and consequently are inclined to abide with price practices recommended by the foreign co-administrators of their enterprises.

## Foreign Contacts Needed

It would be a mistake to assume that the dealer's discount is all that the American manufacturer need con-

sider in creating a sales organization abroad.

Provision should be made for a representative to initiate contacts with potential dealers, and to follow up with assistance to them in creating local demand for the product.

The manufacturer can employ his own export manager, and by correspondence, advertising, and business trips to foreign countries endeavor to have distributor or dealer outlets created abroad for his products. The export manager will have to be considered as part of the manufacturer's organization, and his expenditures will consequently figure in the sales budget.

To standardize on cost, it is customary in some instances to make a mutually satisfactory arrangement with a combination export manager.

## Sales Organizer

The combination export manager becomes sales organizer for not just one, but possibly for several non-competitive manufacturers.

ALBANY, N. Y.

### JOHN VOGEL, Inc.

STORAGE WAREHOUSES

OFFICES, 11 PRUYN ST., ALBANY 7

HOUSEHOLD GOODS - STORAGE AND SHIPPING

FLEET OF MOTOR TRUCKS FOR DISTRIBUTION OF ALL

KINDS, POOL CAR DISTRIBUTION OF MERCHANDISE

YOUR ALBANY SHIPMENTS CAREFULLY HANDLED

Collections promptly remitted

Member of AVL-NFWA-NYSWA



BROOKLYN, N. Y.



EMPIRE STATE WAREHOUSES COMPANY  
ABSOLUTELY FIREPROOF WAREHOUSES

GENERAL MERCHANDISE STORAGE

Specializing in Food Products

Offices: 390-398 Nostrand Avenue, Brooklyn 16, N. Y.  
10 Giant Floors, Modern Loading and Unloading Facilities.

BROOKLYN, N. Y.

### BROOKLYN TERMINAL STORES, INC.

GEN. OFFICES: 36 NO. 10TH ST., BROOKLYN 11

STORAGE AND DISTRIBUTION

OF

Chemicals, Pigments, Building Material Accounts

RAIL FACILITIES—ALL ROADS—PIERS

BROOKLYN, N. Y.

### THE EAGLE WAREHOUSE & STORAGE CO. OF BROOKLYN, INC.

28 Fulton St.



Established in 1892. The Eagle Warehouse & Storage Co. of Brooklyn, Inc., has become the synonym for the careful handling and storage of household goods and merchandise. ADT automatic fire alarm; a warehouse of concrete and brick; twelve trucks to insure prompt service. Our long experience guarantees perfect service. Consign shipments to Jay Street Terminal, Brooklyn, N. Y.

CLIFFORD N. JENKINS, President EDWARD T. JENKINS, Treasurer  
M. KENNETH FROST, Vice President E. J. McKEIGE, Secretary  
IVOR B. CLARK, Vice President WILLIAM A. SCHIFFMAN, Oper. Exco.



Member NATIONAL FURNITURE WAREHOUSEMEN'S ASSN.

Agents ALLIED VAN LINES, INC.

BUFFALO, N. Y.

### GENERAL MERCHANDISE STORAGE—DISTRIBUTION

SIX  
RAIL — LAKE — CANAL TERMINALS  
ERIE — NYC — BUFFALO CREEK R. R.  
HEATED SPACE OFFICES — MANUFACTURING

**Eastern Representative**

Interlake Terminals, Inc.

271 Madison Ave.

New York 16, New York



**Western Representative**

American Chain of

Warehouses, Inc.

53 West Jackson Boulevard

Chicago 4, Illinois

BUFFALO MERCHANDISE WAREHOUSES, INC.

GENERAL OFFICES

1200 NIAGARA STREET

BUFFALO 13, NEW YORK

BUFFALO 4, N. Y.

Economical Storage and Shipping

### KEYSTONE WAREHOUSE CO.

SENECA AND HAMBURG STREETS, BUFFALO, N. Y.

Where all traffic arteries converge. Modern building. Low insurance rates. Direct track connections with Penn. R.R., N. Y. Central and switching arrangements with all lines into Buffalo. Capacity 20 cars daily. Pool car distribution.



## NEW YORK

### BUFFALO, N. Y.

#### Knowlton Warehouse Co.

50 Mississippi Street, Buffalo 3, N. Y.  
POOL CAR DISTRIBUTION  
MERCHANDISE STORAGE  
PRIVATE SIDING

### BUFFALO, N. Y.

*Let us care for your needs in Buffalo*

#### LARKIN WAREHOUSE INC.

189 VAN RENSSLAER ST., BUFFALO 10

Specializes in handling pool cars Stores autos and  
No cartage on railroad shipments general merchandise  
Lowest insurance rates

GOVERNMENT BONDED WAREHOUSE



### BUFFALO, N. Y.

#### LEDERER TERMINALS

... HAVE SOMETHING IN STORE for you ...  
124 NIAGARA FRONTIER FOOD TERMINAL, BUFFALO 6

### BUFFALO, N. Y.



#### LEONARD WAREHOUSES

Offices—163 Georgia St., Buffalo 1

Household Furniture—Storage and Removals—  
Local, Long Distance — Special Storage and  
Handling of Electrical Appliances for Merchandising Purposes

Member  
B.V.A.—  
Mayflower  
W.A.

### BUFFALO, N. Y.

#### Salesminded

#### THE MARKET TERMINAL WAREHOUSE

Schoellkopf & Co., Inc.

102 Perry St., Buffalo 4



### BUFFALO, N. Y.

#### GENERAL MERCHANDISE—COLD STORAGE WAREHOUSE

Cargo-Handling  
Rail-Lake and Barge  
Terminal  
96 Car Track  
Capacity  
1800 Feet Private  
Dock



Financing—  
Distribution  
Auto Dealers  
Warehousing  
Service  
Office and  
Factory Space

#### TERMINALS & TRANSPORTATION CORPORATION

275 FUHRMANN BLVD. BUFFALO 5, N. Y.

### BUFFALO, N. Y.

#### WILSON WAREHOUSE CO.

Gen. Offices: 290 Larkin St., Buffalo 10

General Merchandise Storage and Pool Car Distribution  
Fireproof Buildings N.Y.C. Sidings  
Low Insurance rates. Branch office facilities.

Represented by  
NEW YORK BRIDGE DISTRIBUTION INC. CHICAGO  
16 WEST 42ND ST. NEW YORK 36-0000 1525 NEWBURY AVE. MINNAPOLIS



Generally, sales promotional work is done on behalf of the manufacturer by the combination export manager on the basis of a drawing account and commission. The commission varies depending on the product; it may start at five per cent, and range up past 15 per cent if certain advertising functions for foreign trade are performed at the expense of the combination export agent.

It will often happen that orders can be obtained through channels other than those of the dealer abroad or the combination export agent in the U. S.

There may be independent inquiries from export commission houses authorized to purchase the manufacturer's product on behalf of some foreign client.

Normally it may be assumed that the export commission house is acting in the interest of the foreign buyer and that any commission given to the former accrues to the benefit of the latter. Actually the export commission house has to offer proof of the advisability of using its services to the foreign customer. Attractive prices present one way of accomplishing that objective.

If a discount is accorded to the export commission house and passed on to the foreign buyer, it could happen that the regularly appointed dealer

might find that prices lower than those he can quote are being offered through the commission house.

#### Commission Arrangement

In fairness to the dealer some arrangement should be worked out whereby any commission to the export commission house is not passed on to the final buyer. A reward of  $\frac{1}{4}$  of the total commission to the export commission house and  $\frac{3}{4}$  to the regular dealer is a possible solution, especially as the dealer is compensated without any particular effort in this type of transaction.

There are also export houses active in certain foreign markets. The task is one of deciding on the countries in which they really can be of use in advancing local sales of the manufacturer's product.

Upon proof of ability as evidenced by orders and existence of branch facilities, such an export house, even though its main office is in U. S., may be a prospective dealer for the manufacturer to consider in connection with a foreign market.

If the general exporter, without being sole distributor in a given territory, can stimulate demand for the manufacturer's product, some arrangement as with the export commission house becomes necessary.

To assure fullest cooperation in world-wide distribution, the American manufacturer will want to stress particularly the exact designation of sales territories to be given exclusively to individual dealers abroad, and to make sure that provision for compensation is afforded for dealer, export agent, or export commission house, whenever warranted by the nature of the transaction.

#### ATA Charters Chapter For Boston Shippers

To stimulate local interest in the Army Transportation Assn., chapters have been organized throughout the country. One of the most recent has been chartered in Boston. The parent organization was chartered as a professional and fraternal non-profit corporation in Washington, D. C., Oct. 11, 1944, for the purpose of contributing to current and future national defense.

The association publishes the monthly "Army Transportation Journal," established as a forum for the exchange of ideas and a medium for the dissemination of transportation information. Membership in the Army Transportation Assn. is on a voluntary basis, and the organization is open to all military and civilian personnel engaged in transportation work.



WINKIRK, N. Y.

Established 1884

**CLEVELAND STORAGE CO.****MERCHANDISE STORAGE—CARLOADS IN  
AND OUT—STORAGE IN TRANSIT**All communications Cleveland, Ohio, Office, 619 Guardian Bldg. (14)  
By Interlake Terminals, Inc., New York, N. Y., 271 Madison Ave. (16)

MIRA, N. Y.

**A. C. RICE STORAGE CORP.**

2—WAREHOUSES—2

**MERCHANDISE—HOUSEHOLD GOODS****Pool Cars—Truck and Van Service**MEMBER  
AWA—NEWA—ALLIED VAN LINES

FLUSHING, L. I., N. Y.

Established 1908

**Flushing Storage Warehouse Company**

135-28 39th Avenue, Flushing, N. Y.

**Fireproof Warehouses**Moving, Packing, Storing and Shipping of Household Goods and Office  
Equipment. 10 blocks from L. I. Railroad Corona Freight Station. Serv-  
ing Jackson Heights, Elmhurst, Corona, Whitestone, College Point, Bay-  
side, Douglaston, Great Neck, Little Neck, Port Washington, Manhasset,  
Hempstead, Garden City.

Members of the A.V.L.—N.F.W.A.—N.Y.F.W.A.—N.Y.S.W.A.

HEMPSTEAD, L. I.

HARRY W. WASTIE—Vice-Pres. &amp; Gen. Mgr.

**HEMPSTEAD STORAGE CORP.****GENERAL OFFICES, 237 MAIN STREET**

Branch Warehouse No. 2—208 Nassau Road, Roosevelt, L. I.

**FIREPROOF STORAGE WAREHOUSES**

For household goods, merchandise, Pool car distribution.

Storage for furs, clothing, etc.

Local and Long Distance moving. Serving all of

Long Island

Member of N.F.W.A.—N.Y.F.W.A.—N.Y.S.W.A.—

L.I.M.S.A. Agents for Allied Van Lines, Inc.

THACA, N. Y.

LAWRENCE H. SCOTT

**STUDENT TRANSFER****FREIGHT HANDLING CAR UNLOADING CRATING  
PACKING MOVING STORAGE**Located between barge canal and R.R. siding. Served by L.V.R.R. and D.L. &  
W.R.R. Dock on barge canal. Pick-up and delivery freight service. 4-ton  
Season stiff-legged derrick ready for navigation season 1944.

784 WEST BUFFALO ST.

DIAL 9595

JAMESTOWN, N. Y.

H. E. FIELD, President FRANK H. FIELD, Mgr.

**WILLIAM F. ENDRESS, INC.**

66 Foote Ave., Jamestown, N. Y.

**MERCHANDISE STORAGE • COLD STORAGE**

Specializing in Cream, Frozen Fruits, Vegetables, Meats, Etc.

4500 Sq. Ft. Merchandise Storage Space. 85,000 Cu. Ft.

of freezer space, 50,000 cu. ft. of cooler space. Sidings and

Truck Docks. Consign shipments via Erie R.R. 25-ton

Truck Weigh Scale. Members Nat. Assn. Refrigeration

Warehouses, N. Y. State Assn. Refrig. Whsemen.

NEW GARDENS, L. I., N. Y.

Telephone Republic 9-1400

**Kew Gardens Storage Warehouse, Inc.****Motor Vans, Packing, Shipping****Fireproof Storage Warehouse**

9330 Van Wyck Blvd. at Atlantic Ave.

Richmond Hill, N. Y.

NEW ROCHELLE, N. Y.

Moving, Packing Storing, Shipping

**O'Brien's Fireproof Storage Warehouse, Inc.**Packers and Shippers of Fine Furniture  
and Works of Art

Also Serving

New Rochelle, Pelham, Larchmont, Mamaroneck, White  
Plains, Scarsdale, Hartsdale. Send B/L to us at  
New Rochelle.

NEW YORK, N. Y.

Telephone: Plaza 3-1234

Call John Terreforte for Merchandise Storage and Distribution  
Information on 73 Member Warehouses.**AMERICAN CHAIN****OF WAREHOUSES, INC.**

250 PARK AVE.

NEW YORK 17

NEW YORK, N. Y.

**CHELSEA FIREPROOF STORAGE  
WAREHOUSES, INC.**We specialize in storage and transfer of Household Goods.  
Pool cars distributed. Our warehouses, brick and steel construc-  
tion, offer highest degree of safety. Trucks, trailer, tractor and  
lift van. Consign via all R.R.'s sta. New York. For Mt. Vernon,  
consign via N.Y.C.-NY,NH&H sta. Mount Vernon.

N.F.W.A. — N.Y.F.W.A. — N.Y.S.M.T. — M.&amp;W.A.G.N.Y.

Main Office—426-438 West 26th St., New York City 1

N. Y. C., East Side—28 Second Ave. Larchmont—111 Boston Post Rd.  
Mount Vernon—27-33 So. Sixth Ave. Bronxville—100 Pondfield Rd.

NEW YORK, N. Y.

PERTH AMBOY, N. J.

**HARRIS WAREHOUSES, INC.**

246 South St., New York City 2

Est. 1900

**Stipulated Chemical Warehouses  
Merchandise Storage & Pool Car Distribution  
Consign Shipments via any railroad**

NEW YORK, N. Y.

**SERVING THE NEW YORK MARKET**There is no problem in Warehousing and Distribution  
which we cannot work out satisfactorily with the ship-  
per. We have advantages in location and in equipment  
which enables this company alone to do certain things  
which cannot be done elsewhere.We invite your correspondence on any or all features  
of our Warehousing—Distribution—Trucking Service—  
Field Warehousing.**Independent Warehouses, Inc.**

General Offices: 415-427 Greenwich St., New York 13

Represented by

NEW YORK

ALLIED DISTRIBUTION INC.

CHICAGO

11 WEST 42ND ST. PENN. 6-0607

1525 NEWBERRY AVE., MON. 3531

NEW YORK, N. Y.

**KAY MOVING SERVICE, INC.**

2464 Amsterdam Ave., New York City 33

**Household Goods Storage**

2 Warehouses, brick and concrete construction

Pool Car Distribution—Commercial—Industrial

and Long Distance Moving.

Member of N.Y.S.W.A.—U.N.Y.W.A.

NEW YORK, N. Y.

SERVICE—EFFICIENCY—CLEANLINESS

**L. & F. STORES, Inc.****GENERAL STORAGE WAREHOUSES**

15-17-19 WORTH ST., NEW YORK 13

Merchandise Distribution

LOUIS MAURO

Bonds, Truckmen and Forwarders

Phone Walker 5-9252

## Tipton Denounces Toll Proposals

(Continued from page 45)

ministration buildings and in the hangars on the same basis as they rent space from private individuals for office purposes within the city, paying just as much and sometimes more.

"In addition they are charged for the use of the landing strips and pay well for the privilege. These payments are scaled to the number of landings in a month and the type of equipment used.

"The general policy of the industry is to pay its fair share of the cost of operating and maintaining the airport.

"Incidentally, the idea that the airlines are such favored instruments that they should be subject to special levies is belied by the airmail picture. Many people visualize another 'subsidy' here. The fact is that in 1944 the federal government paid the lines \$28,400,000 for carrying the airmail. The Post Office Dept. received in postage revenue from this same mail \$103,000,000! This year it is estimated that profits by the government will jump still higher to the point where the entire deficit incurred from 1918 to 1943 may be wiped out.

"Here is what the Federal Coordinator of Transportation had to say about the airlines and their relations with government.

"The various units of government have contributed to the development of a commercial air service and an airway system generally superior in equipment, personnel and operating methods to any found in other countries."

"Here, then, is a striking example of successful team-play by government and private enterprise. The new air era just ahead is the time to go forward and not back."

## Rodgers Resents R.R. Accusations

(Continued from page 45)

all regulated by absolute and often conflicting statutes.

"Yet, John C. McWilliams, Chief Economist of ATA, has furnished a documented statement showing that railroad construction, maintenance and property tax cost per 1,000 revenue ton miles was \$2.36 in 1942 (latest year for which comparable figures are available). This cost includes an amortization, cost of construction of the freight portion of railroad property, including structures, at the rate of 5.75 percent (equivalent to the fair rate of return found by the ICC).

"In the same year, the for-hire motor carriers of the country paid \$2.43 per 1,000 revenue ton miles for highway construction and maintenance, or 7c. more than the railroads. And they do not own one single in. of highways, while the railroads own every in. of right-of-way, and every dollar's worth of property on which they paid taxes.

"Mr. McWilliams' proof is available. In contra-distinction to reckless and unsupported statements about subsidy from other sources, his close documentation calculations are designed to be scrupulously fair to the railroad's side of the story."

## 4,000,000 Gallons Of Aerofoam Produced

National Foam System, Inc., of Philadelphia, has produced its four millionth gallon of Aerofoam liquid for extinguishing fire, with 98 percent of it having gone direct to the armed forces, Fisher L. Boyd, president, recently announced.

The U. S. Navy, for which approximately 90 percent of the fire fighting foam was produced, calls the liquid "bean soup." When the liquid is mixed with salt or fresh water and air by means of a special nozzle developed by National Foam, a thick, clinging smothering blanket of airfoam gushes forth to snuff out fires and effectively prevents flashbacks.

NEW YORK, N. Y.

CAPITAL AND SURPLUS  
\$5,600,000

ESTABLISHED  
1882

## GENERAL STORAGE

EASY ACCESSIBILITY QUICK HANDLING  
EXCELLENT LOADING FACILITIES NEW YORK'S LARGEST TRUCK SCALE  
TWO MODERN FIREPROOF WAREHOUSES  
SPRINKLED SECTIONS LOW INSURANCE RATES



Seventh  
Avenue  
at 52nd  
Street  
N.Y.C.

*The Manhattan*  
STORAGE & WAREHOUSE CO.

Third  
Avenue  
at 90th  
Street  
N.Y.C.

Member NATIONAL FURNITURE WAREHOUSEMEN'S ASSN.  
Agent ALLIED VAN LINES, INC.

NEW YORK, N. Y.

Storage, Distribution and Freight Forwarding  
From an Ultra-Modern Free and Bonded  
Warehouse.

## IDEALLY LOCATED

IN THE VERY CENTER OF NEW YORK CITY

Adjacent to All Piers, Jobbing Centers  
and The Holland and Lincoln Tunnels

Unusual facilities and unlimited experience in forwarding  
and transportation. Motor truck service furnished  
when required, both local and long distance. Lehigh  
Valley R.R. siding—12 car capacity—in the building.  
Prompt handling—domestic or foreign shipments.

## MIDTOWN WAREHOUSE, INC.

Starrett Lehigh Bldg.

601 West 26th St., New York 1

Represented by Associated Warehouses, Inc.—New York City and Chicago

NEW YORK, N. Y.

(Pa. 6-8968-7-8)

## T. I. McCORMACK TRUCKING COMPANY, INC.

261 ELEVENTH AVENUE NEW YORK 1, N. Y.  
At the Hub of the Metropolitan area

Easily accessible from all points.  
Railroad siding connecting with New York Central, Erie, and  
Lehigh Valley Railroads.  
Storage, Carload Distribution, Trucking, Tank Trucking, Tank  
Car Servicing.

NEW YORK, N. Y.

## THE NATIONAL COLD STORAGE CO., Inc.

Operating Warehouses for Storage of Perishable Food Products

DISTRIBUTION FACILITIES—BONDED AND FREE

Brooklyn Warehouse Adjacent to Pier and Wharf Accommodations

BROOKLYN, 68 Furman St. (2) JERSEY CITY, 179 Ninth St. (2)  
Fulton Terminal—N. Y. Dock Railway Erie Railroad—Storage-In-Transit  
General Offices: 60 HUDSON ST., NEW YORK 13, REctor 2-6590

NEW YORK, N. Y.

## NEW YORK DOCK COMPANY

Executive Offices — 44 Whitehall St., New York 4

Free and Bonded Warehouses

Manufacturers and Distributors space for lease

Piers and Wharves

Railroad Connections

Licensed by Cocoa, Cotton, Coffee and Sugar

Metal and Rubber Exchanges.

Member: A.W.A.—W.A.P.N.Y.—N.Y.S.W.A.—N.Y.W.W.T.

NEW YORK, N. Y.

## PORT WAREHOUSES, INC.

41/47 Vestry St. Tel. WA 5-3077-78 54/58 Laight St.

U. S. BONDED AND FREE WAREHOUSES

ALSO TEA BOND

In the heart of the Canned and Bag Goods District

of the Port of New York

Two Fumigation Chambers

## NEW YORK, N. Y.

**SANTINI BROS., INC.**

Serving Greater New York and All Points in Westchester County

**MOVERS—PACKERS—SHIPPERS**General Offices: 1405-11 Jerome Ave.  
New York City 52Tel.: JErome 8-6000 Five Fireproof Warehouses  
3,000,000 Cubic Feet — Pool Car Distribution

## ROCHESTER, N. Y.

**GEORGE M. CLANCY CARTING CO., INC.**

Storage Warehouse

Main St., East of Circle St., Rochester 7

General Merchandise Storage—Distribution

Pool Cars Distributed—Reshipped

U. S. Custom Bonded—Storage—Drayage

Household Goods Moved—Stored—Shipped

Direct R.R. Siding N. Y. Central in the Center of Rochester

## NEW YORK, N. Y.

130,000 Sq. Ft. Fireproof Storage

**SHEPARD WAREHOUSES INC.**DAILY DISTRIBUTION SERVICE TO  
ALL POINTS RADIUS 35 MILES

667 Washington St. New York City 14



## SCHENECTADY, N. Y.

**Schenectady Storage and Trucking  
McCormack Highway  
Transportation**

Offices: 151 Erie Blvd., Schenectady 5

General Merchandise Storage and Distribution

Pool Car Distribution Household Goods

Storage and Moving Long Distance Trucking

## NEW YORK, N. Y.

**UNITED SECURITY ASSOC. WAREHOUSES, INC.**

243 W. 60 St.—N. Y. C. 23 Circle 7-3191

Specializing in:

**HOUSEHOLD GOODS**Storage • Distribution • Trucking • Packing  
Foreign Lift-Van Service

## SYRACUSE, N. Y.

**GREAT NORTHERN WAREHOUSES, INC.**

• FIREPROOF •

MERCHANDISE STORAGE and DISTRIBUTION

2 PRIVATE RAIL SIDINGS

DAILY, STORE-DOOR, MOTOR FREIGHT SERVICE TO ALL NEW YORK STATE POINTS

Member: American Chain of Warehouses—MayWA

## OSWEGO, N. Y.

**OSWEGO NETHERLAND CO., INC.**

ESTABLISHED 1918

Modern up to the minute DRY, COLD and Sharp Freezer facilities with ventilation and humidity control. Temperature Range for COLD and Sharp Freezer facilities 15 to 35° above. Storage-in-transit privileges.

All Fireproof buildings—Very low insurance rates. 80 car private siding—Free switching—U. S. Warehouse Act —Bonded. Member of N.Y.S.R.—A.W.A.s.

H. B. Lasky, Treas. and Mgr.

## SYRACUSE, N. Y.

**DISTRIBUTION  
MOTOR FREIGHT LINES  
PRIVATE RAIL SIDINGS****KING**  
STORAGE WAREHOUSE, INC.  
SINCE 1897ERIE BLVD. AT 50. WEST ST., SYRACUSE 1  
COMPLETE MERCHANDISE AND HOUSEHOLD GOODS STORAGE  
SERVICES

Represented by: DISTRIBUTION SERVICE, INC. A.W.A.—N.F.W.A.—A.V.L.—N.Y.S.W.A.

# Lower Airmail or Lower Air Cargo

(Continued from page 38)

being paid to the railroads for transportation of first class mail under a statute which does not authorize any subsidy, it is apparent that a rate only slightly higher for air carriers would be less than the lowest rate which constitutionally could be fixed for the air transportation service and would be much less than the minimum prescribed by the Civil Aeronautics Act.

**Mail and Other Traffic**

The airlines rightly object to the use by the Board of any cost allocation between airmail and other services as a basis for determining the fair and reasonable mail rate. These carriers have made every effort in preparing for previous cases, to determine some reasonable basis for cost allocation as between mail and other services. Such allocation has not been found to be feasible because of the presence of various intangible factors affecting such an allocation.

These are briefly: 1. The unofficial priority of mail over all other types of traffic. 2. The necessity for oper-

ating schedules during hours when no passenger could conceivably desire transportation, solely for the benefit of the Post Office Department. 3. The value of the service as measured by the charge to the consumer. 4. The historical background of air transportation, which was basically an air mail service. 5. The enormous differential between the cost of providing a "mail only" service and the so-called allocation formula of the CAB.

The railroads are paid for the transportation of first class mail on the basis of the space provided, regardless of whether that space is occupied or not. At present, the airlines are not so paid. If they are not to be paid on such basis in the future, certainly some allowance must be made for the fact that air carriers are compelled to restrict their non-mail loads and services in order to make available space and services to the Post Office Department.

**Mail and Passengers**

In normal times a large amount of

airline space must be held, and not sold to passengers or shippers until the weight of the mail load is known. The amount held must be roughly the peak amount demanded by the Post Office Department on the basis of most recent experience. Since the mail load is not known until virtually the last moment before departure, this means that when the mail load proves to be less than the peak amount, space which could have been sold earlier remains unoccupied on departure of many planes because of the impossibility of obtaining passengers or cargo to occupy that space at the last moment.

On the other hand, if the carrier underestimates the mail load, revenue passengers or cargo must be removed at the last moment, thereby detracting greatly from the airlines' good will, and increasing its traffic expense.

In one form or another, airmail compensation should be sufficient to pay for all space which, on the basis of experience, the carrier must hold in order to be certain to accommodate the airmail. In other words, if a cost



allocation basis is to be used, the cost must be allocated on the basis of peak loads of mail, not on the amount actually carried. On the other hand, if no allocation is adopted the rate fixed should apply to the pound-miles represented by the space necessarily held by the air carrier for airmail, not merely to the amount of mail actually carried.

#### Rate Out of Line

Another objection to the proposed reduction is that the reduced rate is entirely out of line with the fair value of the services rendered by the airlines in transporting the mail. The mail rate should bear a reasonable relationship to the value of the services rendered as measured by the premium which the public is willing to pay for such services. The Post Office Department makes a substantial profit on first class mail as shown in Table 3.

It is logical to assume that all Post Office expense in connection with airmail handling, except payments to air carriers, could be covered amply with a profit to the Post Office by 3c. of the total airmail postage rate. The conservatism of this assumption is borne out by the fact that first class mail expense includes payments to the railroads for mail transportation,

the bulk of which would not accrue to airmail.

#### Cost Ascertainment

However, the Cost Ascertainment Report allocates a greater proportion of ground expense to airmail than to first class mail as shown in Table 3. It may, therefore, be concluded that even under the Post Office's inflated allocation of expense to the airmail service, the initial 3c. per oz. equivalent to the first class postage rate, is adequate to cover all ground expenses and to provide a substantial margin of profit to the Post Office. Accordingly, the additional 3c. per oz. paid by the consumer is a true measure of the value added by the air carrier. This value should be used as the measure of payment to the carriers.

In fixing and determining mail rates the Board is required to consider the "conditions peculiar to transportation by aircraft" and to regulate "air transportation in such manner as to recognize and preserve the inherent advantages" of such transportation. Thus the Civil Aeronautics Act clearly contemplates that the air carriers will be paid for the carriage of mail upon a basis which recognizes the advantages of air transportation as compared with other forms of transportation. The

tentative rate of 32c. per ton-mile for air carriers fails to recognize and preserve the inherent advantages of air transportation over rail transportation.

Furthermore, the records of the Post Office Department show that upon the basis of the rates paid to contractors, and expended by the Post Office, for other postal services such as motor vehicle service, star route service and rural free delivery service, a rate of only 32c. per ton-mile for the transportation of mail by aircraft would fail to recognize the inherent advantages of air transportation and the conditions peculiar to the provision of such air transportation.

#### Objections Summarized

Lowering of airmail rates at this time is not in the interest of the shipping and traveling public because:

1. Contrary to the purpose of the Civil Aeronautics Act of 1938, it would greatly increase the profits already realized by the Post Office Department from airmail and would relieve the Government of all participation in the development of air transportation.

2. It would interfere with the duty of the airlines, and of the board, to establish reasonable rates (lower than they now are) for the trans-

#### UTICA, N. Y.

##### BROAD STREET WAREHOUSE, INC.

Complete Warehousing Service  
General Merchandise — Cold Storage  
Heated Storage  
Private Siding and Motor Freight Terminal  
Daily Trucking Service to all  
Points in New York State



Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

#### Largest Warehouse in Utica, New York

Household Goods and General Merchandise; Pool Car Shipments; Long Distance Van Service; Complete Branch Office facilities

##### MURRAY WAREHOUSE CO., INC.

General Offices: 106 WHITESBORO ST., UTICA 2  
Member: American Chain of Whoms.—N. Y. State Warehousemen's Assn.

MEMBER MAYFLOWER



WAREHOUSEMEN'S ASSN.

#### UTICA, N. Y.

Established 1916

##### UTICA WAREHOUSE CO., INC.

Box 276

Utica 1, N. Y.

##### MERCHANDISE STORAGE

Specializing in Cotton, Cotton Waste, Textiles, Alkalies, Denatured Alcohol, Anti-Freeze, Automobiles, Etc. Warehouses on D.L.&W. and N.Y.C. Private siding. Sprinklered throughout. Pool car distribution. Motor service.

#### WHITE PLAINS, N. Y.

##### J. H. EVANS & SONS, INC.

Office & Warehouse: 107-121 Brookfield St.  
Household Goods Moving, Storage, Packing, Shipping. Prompt service for any point in Westchester County.  
Member N.Y.F.W.A.—N.F.W.A.



#### ASHEVILLE, N. C.



##### Ingle Transfer and Storage Co.

44 Valley St. Asheville, N. C.

Merchandise and Household Goods  
2 Fireproof Warehouses  
Pool Car Distribution  
Consign shipments via Sou. Ry.  
Asheville's Bonded Warehouses

#### CHARLOTTE, N. C.

##### AMERICAN STORAGE & WAREHOUSE CO.

CHARLOTTE 1, N. C.

OFFICE AND WAREHOUSE, 626 TUCKASEEGEE ROAD  
MERCHANDISE STORAGE ONLY. POOL CARS DISTRIBUTED.  
MOTOR TRUCK SERVICE LOCAL AND DISTANCE. PRIVATE RAILROAD SIDING. SPRINKLERED.

ESTABLISHED 1906

#### CHARLOTTE, N. C.

##### Carolina Transfer & Storage Co.

1230 W. Morehead St., Charlotte 1, N. C.

Bonded fireproof warehouse.  
Household goods and merchandise.  
Pool cars handled promptly. Motor Service.  
Members A. W. A. and N. F. W. A.

**DURHAM, N. C.****DISTRIBUTION POINT OF THE SOUTH**

The trading area of Virginia and the Carolinas radiates direct lines from Durham, N. C.

The Southern Storage & Distribution Co. is in the heart of Durham, providing the logical, modern-minded organization to serve your warehousing and distributing needs with economy and efficiency.

Merchandise Storage, Pool Car Distribution, Private Sidings, Reciprocal Switching. Sprinklered Buildings.

**SOUTHERN STORAGE AND DISTRIBUTION CO.**

2002 E. PETTIGREW ST., E. DURHAM, N.C. • TEL. R-6661 • P.O. BOX 188

**CHARLOTTE, N. C.**

All buildings fully fireproof construction

**UNION STORAGE & WAREHOUSE CO., Inc.**

BONDED

224-226 &amp; 306-308 West First Street

MERCHANDISE STORAGE — POOL CAR

DISTRIBUTION

Member of A.W.A.—Motor Service

NEW YORK CHICAGO  
ST. LOUIS  
MEMBER OF A.W.A.—Motor Service**WILMINGTON, N. C.**

FIREPROOF WAREHOUSE

**FARRAR TRANSFER & STORAGE WAREHOUSE**

1121 South Front Street

Household Goods — Merchandise  
Long Distance Moving — Pool Car Distribution  
Private Siding, A. C. L. Railroad Co.  
Members, N. F. W. A. — A. T. A.**GREENSBORO, N. C.**

BONDED

**Champion Storage & Trucking Co., Inc.**

326-28 South Davie St., Greensboro, N. C.

Merchandise &amp; Household Goods

Pool Cars—Trucking Service

Sprinkler System — Private Siding  
Represented by American Chain of Warehouses, Inc.**FARGO, N. D.****Union Storage & Transfer Company**

FARGO, N. DAK.

General Storage—Cold Storage—Household Goods  
Established 1904

Three warehouse units, total area 181,500 sq. ft.; of this 29,320 sq. ft. devoted to cold storage. Two buildings sprinkler equipped. Low insurance costs. Spot stock, Pool car Distribution. Complete warehouse services. Fargo serves North Dakota and Northwestern Minnesota.

Offices 806-10 Northern Pacific Ave.

AWA-NFWA-MNWWA-ACW

**GREENSBORO, N. C.**

Center of Wholesale District

**TATUM-DALTON TRANSFER & STORAGE CO.**

311 E. WASHINGTON ST.

MERCHANDISE STORAGE

POOL CAR DISTRIBUTION

Private Siding

Trucking Service

**RALEIGH, N. C.****CAROLINA STORAGE & DISTRIBUTING COMPANY**

MERCHANDISE STORAGE

POOL CAR DISTRIBUTION

Private Siding

Trucking Service

Members A. W. A. American Chain of Warehouses

**GRAND FORKS, N. D.**

AWA-NFWA-MNWWA

POOL CAR DISTRIBUTION

GENERAL STORAGE

MOTOR FREIGHT TERMINAL

**WAREHOUSE CO.**Local & Long Distance Hauling of  
Freight and Household Goods  
Allied Van Lines — Agent**AKRON, OHIO**

MEMBER

**COTTER CITY VIEW STORAGE COMPANY**

70 Cherry St., Akron 8, Ohio

Merchandise Storage.

A. D. T. Alarm.

Pool Car Distribution.

Household Goods Storage.

Low Insurance.

Member of May.W.A.—O.W.A.—A.W.A.

## CANTON, OHIO

**CANTON STORAGE, Inc.**  
FOURTH AND CHERRY, N.E.  
Canton 2  
Merchandise, Household Goods, Cold Storage  
Pool cars distributed. Private sidings. Free switching on all roads. Separate fireproof warehouse for household goods.  
Member: A.C.W.—MAY.W.A.—A.W.A.—O.F.A.A.—S.W.A.

## CINCINNATI, OHIO

**Cincinnati Merchandise Warehouses, Inc.**  
7 W. Front St. Cincinnati 2, Ohio  
90 YEARS OF WAREHOUSING  
Merchandise Storage—Pool Car Distribution  
P.R.R. & Sen. R.R. Sidings—Low Insurance Rates  
Air Conditioned Space—U. S. Customs Bonded  
Represented by: ALLIED INSURANCE CO. INC.  
NEW YORK 100 WEST 42ND ST. PHOEN. 6-0045 CHICAGO 4325 NEWBURY AVE. MA 5553

## CINCINNATI, OHIO

Member of A.W.A.—S.W.A.  
1,500,000 Cubic Feet Strictly Fireproof  
Select the Warehouse Used by the Leaders!  
GENERAL STORAGE—COLD STORAGE—POOL CAR DISTRIBUTION—LONG DISTANCE TRUCK TERMINALS  
11 Car Switch in Building  
Internal Revenue and General Bonded Storage  
Insurance Rate 14 1/2 c per \$100 per annum  
**CINCINNATI TERMINAL WAREHOUSES, INC.**  
49 CENTRAL AVE. HARRY FOSTER, General Manager CINCINNATI 3

## CLEVELAND, OHIO

DOING BUSINESS IN CLEVELAND 34 YEARS  
**CLEVELAND STEVEDORE COMPANY**  
Equipped for Tough Jobs in the Cleveland Area for Stevedoring and Warehousing  
In Cleveland—two lake front warehouses (Docks 20 and 22) each with 20-car spotting capacity, together with water depth for large Lake steamers. Truck platforms. Floor loads unlimited. Served by P.R.R. Inland Warehouse—Juniata, Kinsman, and Kinsman and Consolidated.  
Consolidated. All fireproof. P.R.R. siding at Juniata. N.Y.O. private siding at Kinsman and Consolidated.  
Water—Rail—Truck  
Warehousing—Handling—Stevedoring  
Five warehouses are ready to help you with your tough jobs. Equipped with 4 locomotive cranes. With buckets and magnets for handling heavy steel or bulk commodities. Other mechanical equipment for handling merchandise.  
DOCK 22, Foot of W. 9th St., CLEVELAND 13, OHIO

## CLEVELAND, OHIO

**CURTIS STORAGE & TRANSFER, INC.**  
"STORE WITH CONFIDENCE"  
Specialising in Merchandise Storage  
Pool Car Distribution—Bulk Tank Storage  
Operating Own Delivery Equipment  
Private Siding N.Y.C.R.R.  
FRENCH & WINTER STS. CLEVELAND 13, OHIO

## CLEVELAND, OHIO

"An old organization with young ideas"  
**THE GREELEY-GENERAL WAREHOUSE COMPANY**  
located in the  
New York Central Freight Terminal  
BROADWAY AND EAST 15TH STREET  
Cleveland 15

portation of air cargo and passengers.

3. It would result in paying the airlines less than the constitutional and statutory minima for the airmail service rendered and less than the fair value of such service to the public.

### Costs Increased By Damage Claims

(Continued from page 49)

cerning the hazards of transportation to know how to prepare shipments to withstand normal hazards. The prevailing thought seems to be, if the carrier accepts it, then it's packed O.K. The average pickup man today is not well enough informed to make decisions as to proper packing.

In a recent survey of shipping practices we found that the only instructions given a packer of glassware was, "Pack in tight and make it look nice." The packer was shocked when told that practically every shipment moving out of his department arrived at destination in a damaged condition and that the carrier had paid to the consignee double the amount earned by the carrier in freight charges as damages. In dis-

cussing this case with the management we were informed that they had no knowledge of the damage as the customer had never called it to their attention and the drivers had signed for the shipment without once questioning the packing.

The logical question is: what can be done to reduced loss and damage claims? Some of the suggestions listed in the accompanying box may be helpful, and in the writer's opinion, definitely are steps in the right direction.

### Readers' Comment

(Continued from page 64)

finished product. Particularly during these war times has the control of inbound materials been a real problem. The minute the purchasing agent places the order for the materials the traffic manager's job begins and it certainly in my opinion does not end until the merchandise is in the hands of his distributors or in many cases in the hands of the final consumer. With the transportation situation the way it is today the problem is most acute and I quite agree with your observation that the situation will be a very delicate one to handle postwar.

"If we are going to pay the tribute to the traffic manager that he deserves I feel that we should go along with him all the way, however, and I call

this to your attention because I am quite sure you will agree with me and want to give him his full due."

### Traffic Manager . . .

"May we have your permission to reprint the article entitled 'The Traffic Manager' by J. Leo Cooke that appeared in the February issue of *DandW*," writes G. E. Batzel, editor *Trafficmen's Assn. News*, Chicago.

"We would like to place this in our *Trafficmen's Assn. News* with of course, proper acknowledgement to your publication.

"Our little newspaper is published monthly and sent to over 2600 people engaged in transportation work. It is distributed free of charge in the interest of promoting traffic management."

### Postwar Auto Demand Will Tax Production

According to recent Office of War Information estimates, there will be an immediate postwar demand for 12,000,000 to 15,000,000 passenger cars but it will take three years of record breaking production to meet it.

Even the peak of 3,744,300 passenger vehicles turned out in the last prewar year of 1941 by the automobile industry is expected to be surpassed after the war to fill the demand that has been building up since all automobile production was halted in February, 1943.



## Boxboard Production Up But Need Is Greater

Although boxboard production has increased recently above the average monthly production in 1944, demands have also increased and more boxboard is needed, a joint meeting of the Folding and Set-Up Box Industry Advisory Committees were told recently by paperboard officials of the War Production Board.

Shortages of pulp caused reductions in second-quarter allocations for virtually every paper and paper product, except for the manufacture of certain explosives and craft containerboard liners, WPB said. As a result, possible methods of conservation in the amount of pulp going into folding and set-up boxes were discussed.

Committee members said that emphasis is sometimes placed on the urgent need for fiber shipping containers at the expense of folding and set-up boxes, which they consider equally essential in national packaging problems. Cartons and boxes for packaging both military and civilian materials, foods, supplies and many articles separately, are used extensively, even though often assembled and packed in large fiber containers for shipment, they said. If the boxboard industry is required to produce more containerboard for shipping containers, it can only be done at the expense of decreasing folding and set-up box production, they pointed out.

## Books and Catalogs

**Jaeger Loader**, 48-p, color; with charts and other illustrations, facts and figures re the "fleet foot" crane and excavator made by Jaeger Machine Co., Columbus 16, O.

**Associated Warehouses Incorporated**, 1945 directory of AWI membership with listings made alphabetically according to cities; officials noted: Associated Warehouses, Inc., 549 W. Randolph St., Chicago 6, Ill.

**American Warehousemen's Assn., Public Merchandise Warehouse**, current roster of members. April, 1945, AWA, 222 W. Adams St., Chicago 6, Ill.

**Drop Forged—Industrial and Marine Hardware**, Catalog No. 135 (first since 1942). 32-p; illustrates, describes, charts and lists prices on all available items in drop-forged wire rope and chain fitting line. Thomas Laughlin Co., Portland 6, Me.

**Good Public Relations for the General Contractor**, 24-p booklet outlining good will. Associated General Contractors of America, Munsey Bldg., Washington, D. C. (Shawson.)

**What It Takes to be a Retailer**, Facts and counsel for those in the service interested in postwar opportunities in the retailing field. 18-p, 12 sections. Domestic Distribution Department, Chamber of Commerce of the U. S., Washington 6, D. C.

**Mexico**, Pictorial study of our sister republic by Fritz Henle. Ziff-Davis Publishing Co., New York and Chicago.

**Private Plane Survey**, Result of survey made by Esquire Research Dept. to determine what factors, in the opinion of leading aircraft manufacturers, will contribute most to the sale of personal planes after the war. Esquire Magazine, Esquire Bldg., Madison at 46th St., New York 17, N. Y.

**The Merchant Marine and World Frontiers**, Aspects of our postwar shipping problem as presented by Robert Earla Anderson, Director

of Finance, U. S. Maritime Commission. \$3.00. Cornell Maritime Press, 241 W. 23rd St., New York, N. Y.

**The Plane and Fanciful Trip of J. Orifice Blipp**, Information re movement of shipments through means of nationwide air express service. 11-p; illustrations and color. Railway Express Agency, Dept. of Public Relations, 230 Park Ave., New York 17, N. Y.

**White Reports on its Five Wartime Assignments**, 11-p; illustrations of White products assigned to wartime jobs. The White Motor Co., Cleveland 1, O.

**Transporter for Pallet and Platform**, 6-p folder covering the "transporter," battery powered hand lift truck. Detailed specifications and photographs covering both pallet and platform type. Automatic Transportation Co., 101 W. 87th St., Chicago 20, Ill.

**Natural and Synthetic Rubber Adhesives**, 11-p with pictures and color. Includes discussion of right kind of cement for various applications; outlines differences between vulcanizing and non-vulcanizing types of rubber cement; contains table of data on cement weights, colors and base materials used. Public Relations Dept., B. F. Goodrich Co., Akron, O.

**Pressure Sealing Zipper**, Colored broadside outlining potential postwar applications of the zipper, now used exclusively for military purposes, and which is an overlapping rubber lip arrangement applied to a slide fastener to provide "effective and complete seal to any pressures which can be withstood by structural strength of the fastener." B. F. Goodrich Co., Akron, O.

**Spotwelding Takes to the Air**, A discussion of all phases of spotwelding, including future possibilities. Prepared for use in the Curtiss-Wright Training Dept., the text is available to anyone interested in spotwelding. Ken-

CLEVELAND, OHIO

Member of C.W.A.

Now there are  
**WATER, RAIL AND  
TRUCK FACILITIES**

**4 LEDERER  
TERMINALS**

Cleveland's Only Lakefront Public Warehouse with Direct  
Connecting R.R. Facilities Offices: FOOT OF E. 9th ST.  
A. D. Y. Protection Cleveland 14

CLEVELAND, OHIO

**DIRECT FROM FREIGHT CARS**

**SHIPMENTS** to Cleveland, consigned to  
The Lincoln Storage Company over any  
railroad entering the city, can be handled  
from freight car direct to our loading plat-  
form.

Carload shipments to our private siding, 11201 Cedar  
Ave., on the N. Y. C. Belt Line, connecting with all  
R.R.s. entering Cleveland; L. C. L.-Penna. Euclid Ave.  
Sta. adjoining Euclid Ave. warehouse; other R.R.s. to  
Cleveland, Ohio.

**LINCOLN STORAGE**

6790 Euclid Ave. W. B. Thomas, Pres. CLEVELAND 11201 Cedar Ave.

Member NATIONAL FURNITURE WAREHOUSEMEN'S ASSN.  
Agent ALLIED VAN LINES, INC.

CLEVELAND, OHIO

TEL. CHERRY 4170

Member of A.W.A.

**NATIONAL TERMINALS CORPORATION**

1200 WEST NINTH ST., CLEVELAND 13

Three Modern Fireproof Buildings—Two with Dock Facilities  
on Cleveland's Water Front  
Most Economical Warehouse and Distribution Services  
VIA WATER—RAIL—TRUCK ARE AVAILABLE THROUGH  
Cleveland's Largest Cold and General Merchandise Warehouse



The Magazine That Integrates All Phases of Distribution

CLEVELAND, OHIO



Exclusive Agent:  
Greater Cleveland  
for Aero-May-  
flower Transit  
Co.

City-wide Facilities  
on Storage and Distribution  
of Household Goods

Private rail sidings

Ample equipment

A real reputation for service

Address inquiries to:

The **NEAL** Storage  
Company

7208 Euclid Ave. Cleveland, 3

CLEVELAND, OHIO

**The OTIS TERMINAL WAREHOUSE**

HAS THE FACILITIES  
TO MEET ALL OF YOUR NEEDS

Downtown location; Modern and fireproof; Low insurance rates;  
Enclosed docks and siding on Big 4 Railroad; Daily delivery service;  
Office and display space; Telephone accommodations; U.S. CUSTOM BONDED.

General Offices 1340 West Ninth St.

CLEVELAND, OHIO

**RAILWAY WAREHOUSES, Inc.**  
in CLEVELAND, OHIO

For Facilities, Service and Security

Write for Details

Address 3540 Croton Ave., S. E., Cleveland 18, Ohio

# OHIO

## COLUMBUS, OHIO

Established in 1882

### Columbus Terminal Warehouse Company

55-56 Terminal Way

Columbus 8, Ohio



Modern warehouses and storage facilities.  
A.D.T. System. Private double track siding.  
Free switching from all railroads.

Represented by  
NEW YORK CHICAGO  
12 WEST 42ND ST., YORK 6-0957 1225 NEWBURY AVE., CHICAGO



## COLUMBUS, OHIO

### The NEILSTON STORAGE CO.

280 EAST NAGHTEN ST., COLUMBUS 15

Modern warehouse for merchandise—Low  
insurance—Central location in jobbing dis-  
trict—Private railroad siding—Pool cars  
distributed.

Member of O.W.A.



## COLUMBUS, OHIO

Consign Your Household Goods Shipments to

### DAN EDWARDS at COLUMBUS

Packing—Shipping—Storage—Local and Long Distance Moving—Steel  
and Concrete Warehouse—Private Siding



EDWARDS TRANSFER AND STORAGE CO.  
595 South Third St., Columbus 15

Member—National Furniture Warehousemen's Asso-  
ciation. Agent—Allied Van Lines, Inc.



## MARION, OHIO

G. A. WRIGHT, Pres. & Mgr.

### WRIGHT TRANSFER & STORAGE CO.

124 OAK ST.

Est. 1904

Merchandise—Household Goods

Wright Service to Meet Your

Requirements

Member of N.F.W.A.—A.V.L.—O.F.W.A.



## COLUMBUS, OHIO

### HILLTOP VAN & STORAGE CO.

2830 W. Broad St., Columbus 4

Household Goods Storage

Burglar alarms—ADT

Local and Long Distance Moving

Agents for North American Van Lines, Inc.



## SPRINGFIELD, OHIO

MEMBER

### WAGNERS SERVICE, INC.

Pennsylvania Railroad and Lowry Ave.

A warehouse service that embodies every  
modern facility for the storage and distribu-  
tion of Household Goods and Merchandise—  
Motor Freight Service—Door to door delivery  
at Dayton, Springfield and Columbus daily.

Member of A. W. A.—O. W. A.



## COLUMBUS, OHIO

### THE MERCHANDISE WAREHOUSE CO.

370 West Broad St., Columbus 8

Complete service for  
MERCHANDISE STORAGE AND DISTRIBUTION  
Private Siding NYC and Big Four  
14 Car Capacity

Pool Car Distribution A.D.T. Service  
Centrally Located Modern Facilities  
Members: A.G.W.—O.W.A.—A.W.A.



## TOLEDO 2, OHIO

Merchandise and Furniture Storage

MEMBER

**Willis Day**  
Automatic fire and burglar alarms—ADT  
Long Distance Moving



more Plant, Airplane Division, Cushman-Wright  
Corp., Buffalo 6, N. Y.

Pioneer Washing Plants. 19-p with numer-  
ous pictures and factual text re portable and  
semi-portable washing plants. Pioneer Engi-  
neering Works, 1515 Central Ave., Minne-  
apolis 13, Minn.

Kinnear. Up to date information on roll-  
ing doors of various types. 39-p of facts and  
pictures. Kinnear Manufacturing Co., 820-  
870 Fields Ave., Columbus 16, O.

Interstate Commerce Law. Selected Cases  
and questions for study. 49-p. Associated  
Traffic Clubs of America, Indianapolis 9, Ind.  
Shipbuilders Council of America. Annual  
report, Apr. 1, 1945. Twenty-one West St.,  
New York 6, N. Y.

Mayflower Warehouses—From Coast to  
Coast. 15-p booklet with information on  
storage facilities available in 315 different  
cities and towns across the United States.  
Mayflower Warehousemen's Assn., 1050 Con-  
solidated Bldg., Indianapolis 4, Ind.

date of shipment. The question of  
arises of what constitutes filing  
the claim.

Prior to April 23, 1930, the In-  
state Commerce Act permitted  
simple giving of a Notice of Claim  
but the present uniform bill of lading  
requires that a claim actually be filed  
within the nine-month period.

Therefore, a letter advising the  
carrier that claim will be filed is not  
sufficient. It is necessary that an  
actual bill for the lost merchandise be  
sent to the carrier within the ap-  
pointed period. Such bill may be  
supported by necessary documents  
which are not all available at the  
claim is filed. But an actual claim  
must be filed within the nine-month  
period.

Delay in Delivery of Non-Perish-  
able Freight. A common carrier does  
not guarantee time of delivery unless  
so stated on the bill of lading, where  
goods are tendered to a carrier for  
transportation, it is the duty of the  
carrier to notify the shipper of any  
cause likely to delay transportation,  
which cause is known to the carrier  
or should be known to the carrier,  
and is not known to the shipper.  
If a carrier fails to so notify a ship-  
per, it is liable for unreasonable  
delay.

For instance, if there is a wash-

## Loss and Damage Claims

(Continued from page 59)

party from showing at a later date by  
conclusive proof that all merchandise  
shown on the receipt was not received  
in good order.

Shippers Load and Count on Truck  
Shipments. Some large truck car-  
riers place trailers at shippers' plat-  
forms. These trailers are loaded by  
the shipper and move under a ship-  
per's load and count. This is a dan-  
gerous practice and should only be  
used where the trailer can be sealed  
or else can be locked and keys re-  
tained only by the shipper and re-  
ceiver. Section 21 of the Bills of Lad-  
ing Act reads in part as follows:

"The carrier may also by inserting  
in the bill of lading the words 'Ship-  
per's weight, load, and count,' or other

words of like purport indicate that the  
goods were loaded by the shipper and  
the description of them made by him;  
and if such statement be true, the  
carrier shall not be liable for damages  
caused by the improper loading or by  
the non-receipt or by the misdescrip-  
tion of the goods described in the bill  
of lading."

Where truck shipments move under  
shipper's load and count, then burden  
of proof is on the shipper to prove  
that the proper number of packages  
were shipped in good order and were  
not delivered at destination in like  
condition.

Time in Which Claims Must Be  
Filed. The contract of the uniform  
bill of lading specifies that claim must  
be filed within nine months from the

## TOLEDO, OHIO

Phone Main 2118

**GREAT LAKES MARINE CORP.**

formerly

**JARKA GREAT LAKES CORPORATION**

611 Water St., Toledo 3, Ohio

Toledo's only warehouse having combined Waterfront and Railroad Facilities.  
Storage-in-Transit Privileges.  
Merchandise Warehousing Stevedoring

## OKLAHOMA CITY, OKLA.

Established 1889

**O. K. TRANSFER & STORAGE CO.**

GENERAL WAREHOUSING AND DISTRIBUTION

## TOLEDO, OHIO

## CAR CAPACITY

800—COLD  
400—DRYPRIVATE SIDINGS  
N.Y.C. AND  
B.&O. RR.'s**GREAT LAKES TERMINAL WAREHOUSE CO.**

321-359 MORRIS ST.

TOLEDO 4, OHIO

COMPLETE WAREHOUSE FACILITIES

## TULSA, OKLA.

**JOE HODGES FIREPROOF WAREHOUSE**

Merchandise Storage—Pool Car Distribution

Located in Center of Tulsa Wholesale District

Member: A.W.A., N.F.W.A. and American Chain of Warehouses

## TULSA, OKLA.

R. W. PAGE, President

**PAGE STORAGE & VAN LINES**

1301 So. Elgin, Tulsa 5

Storage—Moving—Packing—Ship-  
ping of Household Effects and  
Works of Art—Silver and Rug Vaults

## TOLEDO, OHIO

**Merchants and Manufacturers Warehouse Co.**

Office and Main Warehouse: 15-23 So. Ontario St., Toledo 3

BRANCH WAREHOUSE: 2131-51 Smead Ave.

Center of Jobbing District

Sprinklered Buildings—200,000 square feet Dry Storage—70,000  
cubic feet Cool Storage—Private Sidings—Nickel Plate Road.  
New York Central—Free Switching, Merchandise Storage—Pool Car  
Distribution—Negotiable Receipts—Transit Storage Privileges—  
Low Insurance Rate—City Delivery System.

## PORTLAND, ORE.

**Colonial Warehouse and Transfer Co.**

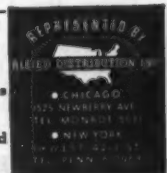
Operating Public and Custom Bonded Warehouses

Licensed under the U. S. Warehouse Act

Merchandise Storage and Distribution

Private Siding Free Switching Sprinklered

1132 N. W. GLISAN STREET, PORTLAND 9



## TOLEDO, OHIO

"QUICK SHIPPERS"

**TOLEDO TERMINAL WAREHOUSE, INC.**

128-138 VANCE STREET, TOLEDO 2, OHIO

Merchandise storage . . . Pool car distribution . . .  
Fireproof . . . Private siding Nickel Plate Road  
. . . Free switching . . . Negotiable receipts . . .  
Transit storage arrangements . . .  
Motor truck service . . . Located in jobbing District . . .MEMBERS: American Warehousemen's  
Association  
Ohio Warehousemen's Asso-  
ciation  
Toledo Chamber of Commerce

## PORTLAND, ORE.

H. M. CLARK, Pres.

**HOLMAN TRANSFER COMPANY  
STORAGE DISTRIBUTION**

SINCE 1864

1306 N.W. Hoyt St., Portland 9

A.W.A.—O.S.W.A.

## PORTLAND, ORE.

**MANNING  
WAREHOUSE  
COMPANY**

## YOUNGSTOWN, OHIO

Since 1878

**Fisher-Gilder**

CARTAGE &amp; STORAGE CO.

Household Goods—Pool Car Distribution—  
Merchandise—Fireproof Warehouse—  
Private Rail Siding

## PORTLAND, ORE.

J. H. CUMMINGS, Pres.  
MERCHANDISE, STORAGE &  
WAREHOUSING**Northwestern Transfer Co.  
General Forwarding Agents**

SPECIAL ATTENTION GIVEN TO POOL CARS

Our private siding is served by all railroads

1504 N.W. Johnson St., Portland 9

Estab. 1888

## YOUNGSTOWN, OHIO

J. A. MINEHART J. E. MINEHART C. R. PAISLEY  
President Vice Pres. Sec.**THE WM. HERBERT & SON CO**

EST. 1887

Incorporated 1922

CRATING - PACKING - MOVING

ALLIED  
VANS STORAGE N.F.W.A.Main Office: 646-652 Market St., Youngstown 2  
Branch Custer and Elm St.

## PORTLAND, ORE.

**OREGON TRANSFER COMPANY**

Established 1868

1238 Northwest Glisan Street Portland 9, Oregon

U. S. BONDED and PUBLIC WAREHOUSES

Merchandise Storage and Distribution

Lowest Insurance Rates—Sprinkler Equipped

Member A. W. A.

Eastern Representatives Distribution Services, Inc.



on the lines of a truck carrier, and this fact is known to the carrier at the time shipment is received, the carrier is liable for delay caused by the washout. Truck carriers are always liable for unreasonable delay caused by negligence of the carrier. Carriers are also liable for unreasonable delay caused by misrouting.

**Measure of Damage.** The liability of all common carriers in the value of the merchandise at destination on date it should have been delivered. In other words, the claimant is entitled to his actual loss, no more and no less, and not his potential loss. If the consignee has the merchandise sold and actually loses a sale, he is entitled to recover the price at which the merchandise was sold, but if the merchandise was ordered for stock and there is no actual sale lost, he is entitled to recover only replacement value at destination.

This principle is covered by the Supreme Court of the United States in the McCaull-Dinsmore case, 253 U. S. 97, 40 S. Ct. 504; also in the Crail Case, 281 U. S. 57, 50 S. Ct. 180. Under the Crail Case, the Court clearly states that the amount of the recovery depends on whether or not the goods are to be placed in stock or for an immediate sale.

Both rail and truck carriers are insurers against loss or damage to freight received for transportation, and are liable for loss or damage to merchandise while it is in their possession, unless loss or damage is caused by (1) act of God, (2) fault of shipper, or (3) inherent nature or quality of the goods. It is not necessary for the claimant to show negligence on the part of the carrier. All claim collection is based on this law. This principle is discussed in our article, "Liability of Carriers for Loss and Damage," published in the Feb., 1945, edition of *DandW*.

## Hops . . .

(Continued from page 63)

are compressed to 18 x 24 x 28 in. each, with the chutes being filled twice with hops before pressure is exerted.

As a postwar project, experiments are being conducted with quick frozen hops with the idea in mind that this method will produce a product with better flavor and, consequently, make beer more palatable. In this process the hops are quick frozen then placed in cold storage and kept there until just before shipping to the brewer.

The hops are dried in about 48 hours and rushed to the brewery. Experiments indicate great possibilities for the quick freezing of hops after the war.

## Preference Rating Needed For Metal Strapping

Because the demand for metal strapping has exceeded the supply, it has been necessary to issue a preference rating order, P-152, to insure that the most essential needs are taken care of first, the War Production Board has reported.

The order permits any person to use an AA-1 rating to obtain metal strapping for the functional use of carloading, skidloading, baling or bundling. Strapping used for the purposes conserves or replaces critical lumber, nails, bolts, paperboard labor and shipping space, the Container Division pointed out.

Order P-152 also permits persons who use metal strapping for container reinforcement to use the rating assigned for the container it reinforces in accordance with Preference Rating Order P-140 (wooden shipping containers) and P-146 (metal shipping containers). It also permits use of an AA-5 rating for procurement of reinforcement edgings.

### PORTLAND, ORE.

COVER THE NORTHWEST THROUGH

## RUDIE WILHELM WHSE. CO., INC.

1233 N.W. 12th Ave., Portland 9

U. S. Bonded—Concrete Building—A. D. T. Sprinkler System  
Complete Facilities for Storage and Distribution  
of All Commodities

Free Switching from All Railroads Portland's Lowest Insurance Rates  
New York, 271 Madison Ave. Member A.W.A.

### HARRISBURG, PA.

## KEYSTONE WAREHOUSE

GENERAL MERCHANDISE STORAGE  
POOL CARS DISTRIBUTED  
BRICK BUILDING—LOW INSURANCE  
STORE DOOR DELIVERY ARRANGED FOR  
PENNA. R. R. SIDING  
OPERATED BY HARRISBURG WAREHOUSE CO.

### ALLENTOWN, PA.



Only Large Fire-Retardant Warehouse in  
Lehigh Valley

## DIEHL STORAGE COMPANY

128-132 N. 8th St.

HKG.—STORAGE—MDSE.  
MOVING—CRATING—SHIPPING  
F. WILLARD WOLFE, PRES. & GEN. MGR.

### HAZLETON, PA.



## KARN'S STORAGE, INC.

EST. 1915  
MERCHANDISE WAREHOUSE L.V.R.R. SIDING  
Storage in Transit Pool Car Distribution  
Packing — Shipping — Hauling  
Fireproof Furniture Storage  
Members: Mayflower W.A.—P.F.W.A.—P.W.A.

### BUTLER, PA.



C. W. NICHOLAS, Pres. Est. 1902

## O. H. Nicholas Transfer & Storage Co.

324 So. McKean St.

Merchandise and Household Goods

Pool Car Distribution 3 Car Siding Packing and Crating  
Free Switching  
2 Warehouses 41,000 sq. ft.

### LANCASTER, PA.

## LANCASTER STORAGE CO.

LANCASTER, PA.  
Merchandise Storage, Household Goods, Transferring, Forwarding  
Manufacturers' Distributors, Carload Distribution  
Local and Long Distance Moving  
Member of May. W.A.

### HARRISBURG, PA.

INC. 1902



## HARRISBURG STORAGE CO.

COMPLETE STORAGE & POOL CAR  
DISTRIBUTION SERVICE  
MODERN WAREHOUSES  
LOCATED ON BOTH PENNSYLVANIA  
AND READING RAILROADS  
MEMBER — "AMERICAN WAREHOUSEMEN'S ASSN."

### PHILADELPHIA, PA.

Member of AWA-PWA

## COMMERCIAL WAREHOUSING CO.

Meadow and Wolf Streets, Philadelphia 48

Thoroughly Modern Facilities—Customs Bonded

Complete Warehousing Service for Storage  
& Distribution of General Merchandise  
Distribution of Merchandise & Household Goods Pool Car

PHILADELPHIA, PA.

Est. over 50 years

**Pool Car Distribution a Specialty  
FENTON STORAGE CO.**

Absolutely Fireproof

46th and Girard Ave., Philadelphia 31

Cable Address "Fenco"

P. R. R. Siding

Storage, moving and distribution of household goods and merchandise

PHILADELPHIA, PA.

**Fidelity Storage and Warehouse Company**

General Offices—1811 Market St., Phila. 3

Agent for Allied Van Lines, Inc.

Bus type vans for speedy delivery anywhere. We distribute pool cars of household goods. Prompt remittance.

Assoc. N. F. W. A., Can. W. A., P. F. W. A.

PHILADELPHIA, PA.

Established 1865

**GALLAGHER'S WAREHOUSES**

708 South Delaware Avenue, Philadelphia 47

Merchandise Storage Storage in Transit  
Direct Sidings-Penna. R.R. and Reading R.R.  
Pool Car Distribution

Represented by Associated Warehouses, Inc.  
New York (15) Deliveries Chicago (6)  
55 Vanderbilt Ave. City and Suburban 549 W. Randolph St.  
Murrayhill 9-7647 Randolph 4458

PHILADELPHIA 6, PA.

2,100,000 Square Feet

**MERCHANTS WAREHOUSE CO.**

10 CHESTNUT ST.

phone LOM. 8070

11 modern warehouses located in important shipping centers. Served by all railroads. Loading and unloading under cover. Storage-in-transit privileges. Goods of all kinds, bonded and free.

PHILADELPHIA, PA.

BUELL G. MILLER, President

**MILLER**

North Broad Storage Co.

2709 No. Broad St., Philadelphia 32

BROAD & LEHIGH & BRANCHES

Member of P.M.T.A., C.F.M.A. of Pa.

PHILADELPHIA, PA.

Complete Household Goods Service



**QUAKER  
STORAGE COMPANY**

2501 GERMANTOWN AVE., PHILA. 33

Agents for United Van Lines, Inc. Member: P.M.T.A., C.F.M.A., P.F.W.A.

**WARTIME  
WAREHOUSING  
in Philadelphia**

Over 1,000,000 square feet of space in 22 modern warehouses, with every transportation connection and the most modern handling facilities. Large modern fleet for store-door service.

A complete set-up to meet and improve your Philadelphia storage and distribution problems, with war-time economy. Full details on request.

**PENNSYLVANIA WAREHOUSING  
& SAFE DEPOSIT CO.**

4th and Chestnut Streets • Philadelphia 6

WARREN T. JUSTICE, President

MEMBER: A. C. W. A. W. A. P. W. A.

REPRESENTATIVES:

GEO. W. PERKINS, 82 Beaver St., New York, Wh 4-2287

J. W. TERREPORTE, 250 Park Ave., New York, Pl 3-1235

W. J. MARSHALL, 53 W. Jackson Blvd., Chicago, Har 1496



**Aviation Growth Held  
Governed by Income**

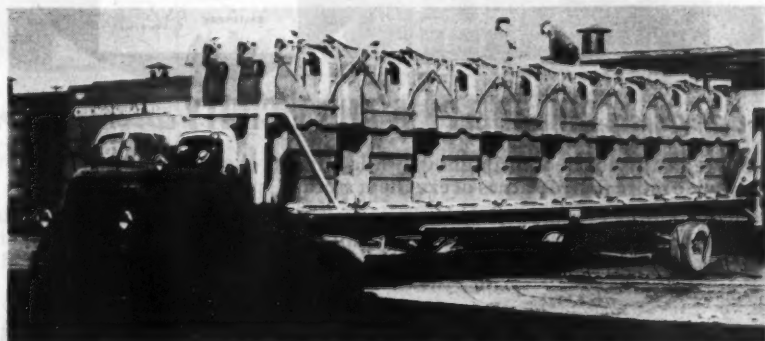
W. A. Patterson, president, United Air Lines, recently stated in an address before the Chicago Bar Assn. that expansion of commercial aviation in the postwar era is largely dependent upon the nation's income.

Statisticians have determined that business and pleasure travel is based on 34 miles of travel annually to every \$100 of national income, Mr. Patterson said.

There will be a fivefold expansion in passenger traffic over prewar levels by the end of 1948, a sevenfold expansion in air express, and a threefold expansion in air mail, Lou Hampel, economist for United, said in a talk he gave the same evening before the Illinois Society of Architects.

Within four years after the war a total of 90,000 people will be employed in the air transportation industry. United's economic research bureau predicts, compared with 16,000 employed in 1940, Mr. Hampel said.

**Shortage Remedy**



Courtesy American Central Mfg. Corp.

Faced with a shortage of railroad cars for further shipments of its volume production of jeep bodies, American Central now loads 27 units at a time onto truck trailers such as this, and fills out-going highways leading to Willys and Ford assembly plants. Shipments of jeep bodies and aircraft wings from the American Central Mfg. Corp., Connersville, Ind., increased from 5822 carloads in 1943 to 8157 carloads in 1944 and, in the first two months of 1945, have smashed all previous records.

## Expanded Rubber Production Plants Plan New Products for Many Fields

The rubber industry is looking toward the development of numerous new and improved products to use war-expanded production facilities after the demands of the armed forces terminate, according to three executives who spoke at a recent meeting of the Northeastern Ohio chapter of the American Marketing Assn., Akron.

J. Ward Keener, assistant to the president of B. F. Goodrich Co., reported that ample supplies of synthetic and crude rubber will be available in the post-war period, with synthetic rubber priced at an estimated 20c. per lb. Natural rubber may be slightly higher until production at plantations is in full swing.

W. F. Bloor, chief statistician at Goodyear Tire and Rubber Co., told the 200 marketing men that rubber will invade many new fields. He mentioned plans to develop foamed latex products for all types of furniture padding, and to develop rubber springs and other types of rubber suspension

to replace steel for automotive and industrial uses. Scores of clothing and packaging material uses are being developed for rubber and plastics.

The tire industry will have a capacity of 89,000,000 passenger car tires and 30,000,000 truck and bus tires annually as a result of wartime expansion, Mr. Bloor said. Much of this excess truck tire capacity will be converted to passenger tire production with the advent of military cutbacks.

T. G. McGowan, manager of market research for Firestone Tire and Rubber Co., declared that post-war marketing plans must take into consideration serious industrial and population dislocations caused by the war. "The rubber industry has a challenge to provide more jobs," he said. "Marketing and distribution organizations will play a vital part in assisting the production end in making use of the increased capacity available to the rubber industry." (Kline)

## Wirebound Box Industry Reports Increased Volume

The wirebound box industry reported today a \$48,837,420 volume of business for 1944, as compared to \$44,302,319 for 1943.

Boxes for war material, such as tank replacement parts, airplane parts, automotive parts, ammunition and parts, make up the bulk of the volume, Louis B. Beale, executive secretary of the Wirebound Box Mfrs. Assn., reported.

More than half a billion wirebound boxes made since the fall of France have saved approximately 250,000,000 bd. ft. of wood over other types of wood shipping containers to alleviate a severe lumber shortage, and have enabled 90 ships to carry as much as 100 would if only nailed wooden boxes had been used, Mr. Beale added.

## Edison Takes New Quarters

New and larger office quarters at 70 Pine St., New York, were recently occupied by the International Division of Thomas A. Edison, Inc., announced John D. Nichols, vice-president and general manager of that division. This move was made necessary as a measure to cope with increased post-war activities, inasmuch as the new headquarters is three times as large as the division's former offices at 11 E. 40th St., where it was located since 1938.

## New Quarters

The Buehler Transfer Co., agents, Aero-Mayflower Transit Co., Denver, Colo., is now in its new quarters at

Washington Ave. and Park Ave., Denver. It was formerly at 1200 Madison St. (Alexander)



## 13 MODERN WAREHOUSES



**—serving PHILADELPHIA AND VICINITY with Economy and Dispatch!**

Strategically located throughout Philadelphia, they provide more than 68 acres of excellent storage space.

Each building is equipped with every convenience, designed for the safe, prompt, and economical handling of goods of every kind. All earn low insurance rates.

Special provision is made for the storage of household goods.

Served by both Pennsylvania Railroad and the Reading Company. Convenient to the big piers. Completely equipped pool car department is maintained.

Write for Particulars

Represented by  
DISTRIBUTION SERVICE, Inc.

An Association  
of Good Warehouses Located at  
Strategic Distribution Centers

**TERMINAL WAREHOUSE COMPANY**  
DELAWARE AND FAIRMOUNT AVES. • PHILADELPHIA 23



Members: A. W. A.

N. F. W. A., Pa. F. W. A.

2 Broadway, NEW YORK CITY  
Phone: Bowling Green 9-0961

625 Third St., SAN FRANCISCO  
Phone: Sutter 3461

219 E. North Water St., CHICAGO  
Phone: Sup. 7180



PITTSBURGH, PA.

**W. J. Dillner TRANSFER & STORAGE CO.**



STORAGE, PACKING, CRATING and SHIPPING  
POOL CAR DISTRIBUTION  
LONG DISTANCE HAULING

2748 West Liberty Ave., Pittsburgh 16, Pa.

Members of N.F.W.A.—A.T.A.—P.F.W.A.—P.M.T.A.

PITTSBURGH, PA.

**DUQUESNE WAREHOUSE CO.**

Office: Duquesne Way and Barbeau St.  
Pittsburgh 22

Merchandise Storage & Distribution

Members A. W. A.

PITTSBURGH, PA.

Herbert Stetenduefel, Vice Pres. & Oper. Executive

**PENNSYLVANIA WAREHOUSE COMPANY**

50-17th STREET, PITTSBURGH 22, PENNSYLVANIA

MERCHANDISE STORAGE • POOL CARS DISTRIBUTED  
MODERN SPRINKLERED BUILDING

CONSIGN SHIPMENTS

VIA PENNA. RR TO 13th STREET STA.

PITTSBURGH, PA.

**ED WERNER TRANSFER & STORAGE COMPANY**

1917-19 Brownsville Road

Pittsburgh, Penna.

Storage, Packing and Shipping

Member of National Furniture Warehousemen's Ass'n

Agent of Allied Van Lines, Inc.

PITTSBURGH, PA.

THOMAS WHITE, Owner and Manager

13th AND SMALLMAN STS.

PITTSBURGH 22

*In the Heart of  
Pittsburgh's  
Jobbing District*

STORAGE IN TRANSIT  
COMPLETE TRUCKING FACILITIES

PRR SIDING

A. D. T. PROTECTION

Also operators of

**WHITE MOTOR EXPRESS CO.**

Established 1918

**WHITE TERMINAL COMPANY**

13th AND SMALLMAN STS.

SCRANTON, PA.

R. F. POST

**DRAYMAN & STORAGE WAREHOUSE**

221 Vine St., Scranton 3

HOUSEHOLD STORAGE POOL CARS  
MERCHANDISE STORAGE PACKING  
LOCAL AND LONG DISTANCE MOVING  
PRIVATE SIDING, D. L. & W. R. R.

SCRANTON, PA.

**THE QUACKENBUSH WAREHOUSE CO.**

219 VINE STREET, SCRANTON 3

MERCHANDISE AND HOUSEHOLD GOODS  
STORAGE POOL CAR DISTRIBUTION  
D. L. & W. and D. & H. Sidings

Represented by **ALLIED DISTRIBUTION INC.** CHICAGO  
11 WEST 42ND ST. NEW YORK 36-0948 1225 NEWBERRY AVE. CHICAGO 10

SHARON, PA.

**SHARON COAL & ICE CO.**

230 W. Budd St., Sharon, Pa.

Cold Storage—Merchandise—Household Goods

2 Warehouses with private sidings on Erie & P RR's  
reciprocal switching. Loans on Stored Commodities.  
Cold Storage for furs — Cold Storage lockers — Quick  
Freeze space.

UNIONTOWN, PA.

H. D. RYAN—L. G. HOWARD, Proprietors

**KEYSTONE TRANSFER CO.**

CORNER BEESON BLVD. & PENN ST.

HOUSEHOLD GOODS PACKED, SHIPPED, STORED  
LONG DISTANCE MOVING

Private Siding B. & O. R.R.

WILKES-BARRE, PA.

**WILKES-BARRE STORAGE CO.**

General Storage and Distribution

Prompt and Efficient Service

12 Car Track Located on Lehigh Valley RR. Switches  
Storage-in-Transit and Pool Cars

19 New Bennett St.

Wilkes-Barre, Pa.

WILLIAMSPORT, PA.

**WILLIAMSPORT STORAGE CO.**

FIREPROOF BUILDING—416 FRANKLIN ST., WILLIAMSPORT 36  
P. R. R. SIDING

MERCHANDISE STORAGE and DISTRIBUTION

HOUSEHOLD GOODS—DRAYAGE

IDEAL DISTRIBUTING POINT FOR CENTRAL PENNSYLVANIA

PROVIDENCE, R. I.

**CADY MOVING & STORAGE CO.**

80-90 Dudley St., Providence 5

FIREPROOF WAREHOUSE

Storage, Moving, Shipping

Fleet of Long Distance Moving Vans

Member National Furniture Warehousemen's Ass'n

Agent for Allied Van Lines, Inc.

PROVIDENCE, R. I.

**Providence Warehouses, Inc.**

General Offices: 50 ALEPPO ST., Providence 9

Customs Bonded

Specialists in bulk storage of all kinds—  
Cotton, Wool, Hemp, Rubber

Over 400,000 square feet of sprinkler equipped space.

PROVIDENCE, R. I.

**Terminal Warehouse Company of R. I., Inc.**  
336 ALLENS AVE., PROVIDENCE 1

Storage all kinds of General Merchandise, Pool Car Distribution. Lowest Insurance.  
Frackage facilities 50 cars. Dockage facilities on deep water.  
Shipping directions South Providence, R. I.

CHARLESTON, S. C.

C. B. JENKINS, JR., Pres. & Gen. Mgr.  
L. E. McKAY, Mgr.

**Merchandise Storage and Pool Car Distribution**

Modern Concrete Warehouse. 100,000 Square Feet of Storage Space. Private Tracks Connecting with All Railroad and Steamship Lines. Motor Truck Service. Low Insurance Rates.

**CHARLESTON WAREHOUSE**

AND FORWARDING CORPORATION  
16 HASSELL STREET, CHARLESTON, S. C.

Telephone 2-2918

Member of A.C.W.—A.W.A.—May, W.A.

COLUMBIA, S. C.

Distribution Center of South Carolina



**CAROLINA BONDED STORAGE CO.**

Est. 1928

General merchandise and household goods storage.

Pool Car Distribution. Private rail sidings.  
Sprinkler equipped warehouse.

GREENVILLE, S. C.

"The Heart of the Piedmont"

**TEXTILE WAREHOUSE CO.**

Est. 1923

511-13-15 Rhett St.

GENERAL MERCHANDISE—H.G.C. STORAGE

Pool Car Distribution—Motor Truck Service  
Low Insurance Rate Private Siding

People...

Henry G. Elwell, president, Elwell, Phillips & Co., Inc., Elizabeth, N. J., and traffic consultant for D and W, has been elected president of the Elizabeth Rotary Club and will take office on July 1.

Appointed to the Committee on Public Relations of the American Warehousemen's Assn., Merchandise Division, are the following: Chairman, Ernest L. Becker, Cincinnati Merchandise Warehouses, Inc., Cincinnati, O.; T. L. Hansen, Hansen Storage Co., Milwaukee, Wis.; W. F. Long, S. N. Long Warehouse, St. Louis, Mo.; W. G. Tanzer, Crooks Terminal Warehouses, Chicago, Ill.; Andrew H. Zundell, Lehigh Warehouse & Transportation Co., Inc., Newark, N. J. According to Wilson V. Little, executive secretary of the AWA, "the purpose of this activity in the public relations field is to attain for public merchandise warehouses maximum recognition and use as economical and effective agencies in commerce and distribution."

122—D and W, June, 1945

Edwin J. Heimer, former vice president, sales manager and general manager, Barrett-Cravens Co., Chicago, Ill., has succeeded A. M. Barrett as president.

J. Leo Cooke, vice president, Lehigh Warehouse and Transportation Co., Newark, N. J.; W. Lee Cotter, president, Cotter City View Storage Co., Akron, O., and Elmer Erickson, vice president, Midland Warehouses, Inc., Chicago, have been chosen representatives of the warehousing industry to serve on the Committee of General Storage, National Fire Protection Assn., Washington, of which E. Jay Hogan, chief, WPB Storage Branch, is chairman.

The Clearing-Cicero Traffic Conference has elected the following officials for the ensuing year: president, Dean James. H. C. Knoke Co.; vice president, Ray Hurd, Belt R. R. of Chicago; secretary, Hugh Crawford, Johnson & Johnson Co.; treasurer, Frank N. Heles, Athey Truss Wheel Co.; directors, Floyd Robertson, Merchants

Shippers' Assn., and Ray Eberly, Chicago & Northwestern R. R.

Delta Nu Alpha Transportation Fraternity members will hear Dr. G. Lloyd Wilson at a dinner meeting this month at the Benjamin Franklin Hotel, Philadelphia. At a recent meeting Earl W. Wells, research engineer, Container Corp. of America, and Herbert Wood, traffic manager, Hind & Dauch Paper Co., a member, spoke. Members of this Philadelphia chapter of the DNA fraternity, newly formed, have named the following officials: president, J. Brooks Millard, A. T. M. Kellett Aircraft Corp.; vice president, Robert W. Reader, Pennsylvania Railroad Co.; secretary-treasurer, Vincent R. Holahan, A. A. F. Air Technical Service Command; directors, N. Robert Elliott, C. A., Pyramid Motor Freight Corp.; Theodore R. Glick, T. M., John T. Lewis & Bros., Edward P. Kane, Publicker Commercial Alcohol Co.

The Raritan Traffic Club, New Brunswick, N. J., at a meeting at the

For Shippers' Convenience, States, Cities and Firms are Arranged Alphabetically

KNOXVILLE, TENN.

**FIREPROOF STORAGE & VAN COMPANY, Inc.**

201-211 Randolph St., Knoxville 8, Tennessee

135,000 square feet on Southern Railway tracks

Equipped with Automatic Sprinkler

Insurance at 12c. per \$100.00 Household goods shipments solicited. Prompt remittance made.

Pool Cars distributed.

MEMBERS American Warehousemen's Ass'n

PROMPT AND EFFICIENT SERVICE

MEMPHIS, TENN.

S. S. DENT, Manager

**General Warehouse Co.**

421 So. Main St., Memphis 3

"Good housekeeping, accurate records, Personal Service"

Located in the center of the Jobbing & Wholesale District

Sprinklered Low Insurance Private R. R. siding Perfect service



MEMPHIS, TENN.

Benton T. Grills, Sec'y. & Mgr.

**NICKEY WAREHOUSES, INC.**

"Memphis Most Modern Warehouses"

285-305 West Trigg Ave., Memphis 2

Merchandise Storage & Pool Car Distribution  
Local Delivery Service

A.D.T. Burglar and Sprinkler Supervisory Service. Illinois Central, Frisco & N. Pac. Private rail siding 9 car apt.

MEMPHIS, TENN.

W. H. DEARING, General Manager

**POSTON WAREHOUSES**

ESTABLISHED 1894

671 to 679 South Main St., Memphis 2

Insurance Rate \$1.25 per \$1,000 per Annum Distribution a Specialty  
Merchandise storage, dependable service, free switching, Local cartage delivery, Illinois Central and Cotton Belt Railway tracks. Automatic sprinkler. A.D.T. watchman.



Roger Smith Hotel, appointed the following to serve on the nominating committee and to report at this month's meeting: John H. Kappmeier, Jr., Associated Transport, Inc.; Fred C. Hermann, Hermann Forwarding Co.; Eugene S. Mezours, E. I. duPont de Nemours & Co.; James G. Orr, Flake Products Corp.; Charles J. Sharkey, A.G.T.A., Norfolk Southern Railway Co.

Ross E. Jones, Jr., former traffic manager, has been named director of the new division of Transportation and Warehousing created by the H. J. Heinz Co.

John J. Mahoney, traffic manager, Harborside Warehouse Co., Jersey City, with whom he has been associated for the past 15 years has resigned to become vice president, The Riveredge Warehouse Corp. of N. Y. and Staten Island and secretary, Rail-Water Terminals Inc., a newly formed corporation operating dock and warehouse facilities in Bayonne, N. J., served by the Central R. R., Lehigh Valley and Penn. R. R. Offices are located at 11 Broadway. Temporary telephone, Worth 4-5308.

Field activities of the Timken-Detroit Axle Co., formerly directed by general sales department executives, have been absorbed into the general service division, headed by Fred W. Parker, Jr., former service manager,

O. E. Johnson has been named field sales manager. He had previously been in charge of the company's promotional activities, and for the last three years was in charge of wartime training programs. Daniel Cellucci was promoted to field service supervisor. K. P. Hayes continues as assistant service manager. J. L. Kermath is parts sales manager, under Mr. Hayes. (Kline)

Ivey Faulk, Faulk-Collier Bonded Warehouse, Monroe, La., has been re-elected vice president of the Household Goods Division, Louisiana Motor Transport Assn. for a second term.

Resignation of Russell C. Duncan, Deputy Director in Charge of Surplus Sales and Merchandising, has been announced by the Department of Commerce. His resignation became effective in May at which time he returned to private business as head of the R. C. Duncan Co., of Minneapolis and St. Paul, Minn.

Directors of Clark Equipment Co., Buchanan, Mich., have elected George Spatta, formerly executive vice president, to be president of the company, succeeding the late Albert S. Bonner.

J. H. Burke has been elected president, Chicago Tunnel Terminal Corp., to succeed S. W. Tracy, retired. L. J. Gundlach was elected executive vice president and treasurer; M. P. Burke,

vice president and general manager in charge of operations; R. J. Blum, secretary and auditor. The company operates some 80 or 90 miles of narrow gauge subway transportation lines underneath the downtown Chicago area. (Slawson)

William J. Fillingim has been appointed foreign traffic manager of the New York, New Haven & Hartford Railroad, a new position. (Welling-ton)

Lewis A. Lapham, son of Mayor Roger Lapham of San Francisco, has been elected executive director of the Pacific American Steamship Assn. Mr. Lapham has been serving as civilian aide to the commanding general, Port of Embarkation, San Francisco. (Haskell)

The election of H. G. Schad as a vice president, The Atlantic Refining Co., has been announced. He is a director and general manager of transportation of the company.

Col. D. S. (Dick) Adams, past president of AWA's Merchandise Division and past general president, AWA, recently returned after over a year and a half in the Allied Military Government organization in the Mediterranean Theatre of Operations. For the greater part of that time he was executive officer for the entire AMG set-up in Italy.

#### MEMPHIS, TENN.

H. K. HOUSTON, Pres. P. D. HOUSTON, V.P.

### UNITED WAREHOUSE & TERMINAL CORP.

Warehouse No. 1 Warehouse No. 2  
137 E. Calhoun Ave. 138-40 St. Paul Ave.,  
Memphis Tennessee

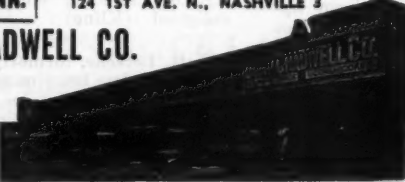
Storage (Mdes.)—Pool Car Distribution—Local delivery service—Office Space. In the heart of the wholesale district and convenient to Rail, Truck and express terminals. Eight car railroad siding—(N.C.&ST.L. and L.&N.)—Railroad switching. Recommended by Distribution Service, Inc. Member of A.W.A. and M.W.A.

#### NASHVILLE, TENN.

124 1ST AVE. N., NASHVILLE 3

### BOND, CHADWELL CO.

MERCHANDISE  
WAREHOUSE  
RAIL TRUCK  
AND RIVER  
TERMINAL.



#### NASHVILLE, TENN.

521 Eighth Ave., So., Nashville 2

### Central Van & Storage Co.

MERCANTILE AND HOUSEHOLD STORAGE  
WAREHOUSE STOCK and POOL CAR DISTRIBUTION  
Automatic Sprinkler System—Centrally Located

#### NASHVILLE, TENN.

### Nashville Warehousing Co.

P.O. Box 555, Nashville 2  
GENERAL STORAGE  
POOL CAR DISTRIBUTION  
FREE SWITCHING—CITY TRUCKING

#### NASHVILLE, TENN.

ESTABLISHED 1886

### THE PRICE-BASS CO.

194-204 Hermitage Ave., Nashville 2   
STORAGE

Automatic Sprinklered—Spot Stock and Pool Car Distribution—  
Private Siding

#### AMARILLO, TEXAS

### ARMSTRONG TRANSFER & STORAGE CO., INC.

103 SOUTH PIERCE STREET

Merchandise Storage & Distribution  
Household Goods Storage, Moving & Packing  
Long Distance Operators


WM. C. BOYCE

J. A. RUSH 

#### BEAUMONT, TEXAS

### TEXAS STORAGE COMPANY

656 Neches St. Beaumont, Texas

Merchandise and Household Goods  
Warehouse, Concrete Construction  
30,000 Sq. Ft. Distribution of Pool Cars  
Transfer Household Goods  
Agent for A.V.L. Member of N.F.W.A.—S.W.&T.A. 

#### CORPUS CHRISTI, TEXAS

### CORPUS CHRISTI WAREHOUSE AND STORAGE COMPANY

Located AT PORT SITE  
adjacent to docks NAVIGATION DISTRICT NO. 1  
Storage Distribution Drayage  
MERCHANDISE EXCLUSIVELY  
96,400 Sq. Ft. Sprinklered Low Insurance Rates  
Member: Southwest Warehouse and Transfermen's Ass'n



## TEXAS

### CORPUS CHRISTI, TEXAS

**Robinson Warehouse & Storage Co.**  
General Offices: 1500 N. Broadway, Corpus Christi  
Specialists in  
General Merchandise Storage—Pool Car Distribution  
Public Bonded Warehouses at Alaca, Corpus Christi, Harlingen and Victoria . . .  
Daily and overnight common carrier Motor Freight Service to Houston, San Antonio, Austin, Laredo and Rio Grande Valley, serving all intermediate points.  
Expert Handling; inquiries invited

### DALLAS, TEXAS

In Dallas It's Binyon-O'Keefe  
MERCHANDISE STORAGE—POOL CAR DISTRIBUTION  
Our modern Centrally located fireproof warehouse is completely equipped to serve you with over 75,000 square feet of merchandise and household goods storage space.  
MOVING—STORAGE—PACKING—SHIPPING  
**BINYON-O'KEEFE**  
Fireproof Storage Co.  
Since 1875 Since 1875  
2201 LAWS ST., DALLAS 1  
Associated with Distribution Service, Inc.

### DALLAS, TEXAS

#### DALLAS TRANSFER AND TERMINAL WAREHOUSE CO.

Second Unit Santa Fe  
Building, Dallas 2, Texas

Modern Fireproof  
Construction—  
Office, Display,  
Manufacturers,  
and  
Warehouse Space



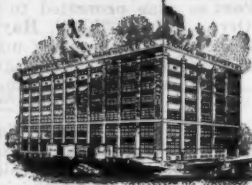
Operators of the  
Lone Star Package Car  
Company (Dallas and Fort  
Worth Divisions)  
H. A. N. T. Motor Freight Line  
Agents for Allied Van Lines, Inc.  
A.W.A., N.P.W.A., American Chain  
of Warehouse  
MEMBERS Southwest Warehouse & Transfer-  
men's Assn., Rotary Club



### DALLAS, TEXAS

#### INTERSTATE-TRINITY WAREHOUSE COMPANY

301 North Market St., Dallas 2



Merchandise Storage and  
Distribution  
Household Goods Storage,  
Moving & Packing  
Long Distance Hauling  
R. E. ABERNATHY, Pres.  
J. A. METZGER, Vice-Pres.

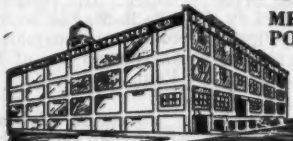
Represented by  
NEW YORK ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. PENN. 6-0067 1525 NEWBERRY AVE. MON.5331

### DALLAS, TEXAS

#### SPECIALIZING

MERCHANDISE STORAGE  
POOL-CAR DISTRIBUTION

SERVING THE GREAT  
SOUTHWEST AREA  
EVERY ACCOUNT IS  
PERSONALLY SUPERVISED  
BY THE MANAGEMENT



**KOON-McNATT STORAGE & TRANSFER CO.**  
1100 CADIZ ST., Dallas 2

CONTRACT OPERATORS FOR ALL RAIL  
LINES AND UNIVERSAL CARLOADING &  
DISTRIBUTING COMPANY

Over 10,000,000 Pounds of Freight Handled Monthly  
for Dallas Shippers



A. L. Struble, vice president in charge of sales, and James J. Black, vice president in charge of engineering, have been elected directors of the Trailmobile Co., Cincinnati. (Kline)

T. B. Clement, formerly assistant to the president, has been elected executive vice president of Union Switch and Signal Co., Swissvale, Pa. M. L. Gray, vice president since 1936, was elected vice president and export manager; and R. H. Wood, formerly assistant general manager, was named general manager. (Kline)

Appointment of Kenneth B. Loeffler as station manager of Braniff Airways in Tulsa, Okla., has been announced.

E. B. Woolf, president, Mid-States Distributors, Inc., was re-elected president of the Mexican Chamber of Commerce, Chicago, at the annual meeting. V. S. Casillas, export department manager, Standard Transfer Corp., was re-elected executive vice president. New board of directors of the organization includes Paul L. Klein, associated with the Neidlinger Travel Bureau, H. Neuert, export manager of Bell & Howell, Inc.; F. R. Capdevielle of the American Airlines and S. Pichardo of the National Railways of Mexico.

Appointment of Leo A. Santry to the home office staff, Bendix Products

division, Bendix Aviation Corp., has been announced.

Commander John J. Bergen, USNR (inactive), chairman of the executive committee, Gar Wood Industries, Inc., Detroit, has also been elected chairman of the board of directors.

Harold W. Wright has been appointed general manager of the Los Angeles Chamber of Commerce to succeed Leonard E. Read, who resigned April 26 to become executive vice president of the National Industrial Conference Board. Mr. Wright has been a member of the Chamber of Commerce staff since 1927. (Herr)

R. L. Day, of the Norwalk Trucking Co., has been named chairman of a special committee of the transportation group of the Fort Wayne, Ind., Chamber of Commerce, which will study transportation legislation pending in Congress and will also work with the Governor's Commission on the recodification of existing Indiana transportation laws. Other members of the committee are: H. N. Clauss, representing truck interests; William Tucker, Railway Express; Fred Schoettler, railroads; J. A. Curtin, industry; Lawrence Huber, freight forwarders, and William Barth, air transportation. (Kline)

John E. Wright has been named western sales manager, railway car division, Edward G. Budd Mfg. Co.,

with headquarters in Chicago, and Fitzwilliam Sargent has been named eastern sales manager. Samuel M. Felton has resigned as sales manager. (Kline)

L. H. Atkinson, vice president in charge of sales, Elastic Stop Nut Corp. of America, has been elected a director, succeeding Whitley C. Collins, resigned. (Kline)

J. H. Letsche, formerly in charge of personnel, has been named vice president in charge of sales and distribution for H. J. Heinz Co., Pittsburgh. He succeeds W. M. McKillop, who is retiring. (Kline)

Clifford C. Malsie, general traffic manager, Mission Dry Corp., Los Angeles, recently granted a leave of absence, has reported to Washington for service in an administrative capacity for the United Nations Relief and Rehabilitation Administration. (Herr)

John H. Plattner, of Davies, Turner & Co., has been reelected president of the Chicago Freight Forwarders and Customs Brokers Assn. (Slawson)

W. P. Smith and David Greene have been elected vice presidents, Major Car Export Corp.

John Krings, traffic manager, Bidle Purchasing Co., New York City for the past 23 years, and a practi-

## DALLAS, TEXAS

**Merchants Cold Storage of Dallas**

Bonded

1,000,000 Cu. Ft. Cold Storage Space  
Pool Car Distribution1301-7 Broom St. — 1917 N. Houston St.  
P. O. Box 5088, Dallas 2

## DALLAS, TEX.

Warehouses—FT. WORTH—DALLAS

**TEXAS AND PACIFIC TERMINAL WAREHOUSE CO.**

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION

Sprinklered A. D. T. Supervised

Cooler Rooms

Enclosed Parking lot for Customers' Automobiles and Trucks

Member SWA

LOW INSURANCE RATES

## EL PASO, TEXAS

"Bankers of Merchandise" "Service With Security"

**International Warehouse Co., Inc.**

1601 Magoffin Ave. Inc. in 1920 El Paso, Texas

Lowest Content Insurance Rate

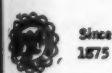
Fireproof Storage of Household Goods, Autos & Merchandise, State  
and Customs Bonded, Private Truckage—T. & P. and So. Pac. Rys.  
Pool Car Distribution—Motor Truck Service.

Members—NFWA—SWTA—Agent for AVL.

Represented by  
NEW YORK ELKED DISTRIBUTION INC. CHICAGO  
10 WEST 42ND ST. NEW YORK 36-0946 1030 N. WABASH AVE. CHICAGO 10

## FORT WORTH, TEXAS

In Fort Worth it's Binyon-O'Keefe

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION  
Our modern Centrally located fireproof warehouse is completely equipped to serve  
you with over 90,000 square feet of merchandise and household storage space.  
MOVING—STORAGE—PACKING—SHIPPINGSince  
1875**BINYON-O'KEEFE**  
Fireproof Storage Co.Since  
1875800 Calhoun St., Fort Worth 1  
Associated with Distribution Service, Inc.

## FORT WORTH, TEXAS

Agents—ALLIED VAN LINES, INC.

Storage, Cartage, Pool Car Distribution

**O. K. Warehouse Co., Inc.**

255 W. 15th St., Fort Worth 1, Tex.



## HOUSTON, TEXAS

**BINYON-STRICKLAND**

WAREHOUSES, INC.

Merchandise Storage — Pool Car Distribution  
Centrally Located — Lowest Insurance Rate  
Private Siding Southern Pacific Ry. Co.

Golind &amp; Morin Sts.

Houston 13

## HOUSTON, TEXAS

**FEDERAL WAREHOUSE COMPANY**5 conveniently located commercial bonded  
warehouses to serve you.

Office: 915 N. San Jacinto St., Houston 2, Tex.

## HOUSTON, TEXAS

**Better Warehousing in HOUSTON**We operate a modern low insurance rate warehouse in the center of the wholesale,  
whaler, rail and truck terminal district. Most conveniently located for interior  
mobility trucks; well trained personnel; cooler space.**HOUSTON CENTRAL WAREHOUSE CO.**  
Commerce and San Jacinto Houston 1, TexasRepresented by  
NEW YORK ELKED DISTRIBUTION INC. CHICAGO  
10 WEST 42ND ST. NEW YORK 36-0946 1030 N. WABASH AVE. CHICAGO 10

## HOUSTON, TEXAS

**Houston Terminal Warehouse & Cold Storage Company**

701 No. SAN JACINTO ST., HOUSTON 2

General Storage Cold Storage U. S. Customs Bonded  
A. D. T. Service Pool Car Distribution  
Office Space Display Space Parking Space  
Lowest Insurance RateNew York Representative  
Phone PLaza 3-1235Chicago Representative  
Phone Harrison 1496

## HOUSTON, TEXAS

**AT HOUSTON**Receiving . . .  
Weighing . . .  
Sampling . . .  
Warehousing . . .  
Forwarding . . .. . . also Wharfingers offering  
complete Shippers Services with  
berthing space for eight steamers.**HOUSTON WHARF CO.**

(Long Reach Docks)

OWNED AND OPERATED BY GULF ATLANTIC WAREHOUSE CO.  
P. O. Box 2588 Houston 1, Texas

## HOUSTON, TEXAS

**PATRICK TRANSFER & STORAGE CO.**

Merchandise and Household Goods Storage

Pool Car Distribution

Sprinklered—A.D.T. Watchmen  
Shipside and Uptown WarehousesOperators—Houston Division  
Lone Star Package Car Co.1117 Vine St. Agents for Allied Van Lines, Inc.  
Houston 2Members N. F. W. A.  
State and Local Assn.

## HOUSTON, TEXAS

**MERCHANDISE DISTRIBUTION**

COMMERCIAL STORAGE—

OFFICE SPACE — PARKING SPACE

**T. P. C. STORAGE & TRANSFER CO., INC.**

2301 Commerce Ave., Houston 2

## HOUSTON, TEXAS

W. E. FAIN, Owner and Manager  
Established 1901**TEXAS WAREHOUSE COMPANY**

Forty-four Years

Under Same Continuous Management

**MERCHANDISE EXCLUSIVELY**

Pool Car Distribution

Sprinklered Throughout

A.D.T. Supervised Service

## HOUSTON, TEXAS

Agent for Allied Van Lines, Inc.

**UNION Transfer & Storage Co.**

1113 Vine St. P.O. Box 305, Houston 1

Forwarding and Distributing

**MERCHANDISE STORAGE**

Warehouse Sprinklered Throughout

Supervised by A.D.T. Service.

**SERVICE THAT COUNTS**

## HOUSTON, TEXAS

**UNIVERSAL TERMINAL WAREHOUSE CO.**

1006 WASHINGTON AVE., HOUSTON 1

Merchandise Storage—Pool Car Distribution

Sprinklered—A.D.T. Watchmen

— U. S. Customs Bonded —

— Office Space —

New York Representative:  
DISTRIBUTION SERVICE, INC.

2 Broadway (4)

Chicago Representative:

DISTRIBUTION SERVICE, INC.

219 E. North Water St. (11)

Members A.W.A. and State and Local Associations.

## HOUSTON, TEXAS

BENJ. S. HURWITZ, Pres.

**WESTHEIMER**  
**Transfer and Storage Co., Inc.**2205 McKinney Ave., Houston 1  
OVER 50 YEARS IN HOUSTON

Merchandise &amp; Household Goods Storage—Pool Car Distribution—

Lift Van Service—29 car lengths of truckage.

Fireproof Warehouse—A.D.T. Automatic Fire and Burglary Protection.

Agent for Allied Van Lines, Inc.

Members N. F. W. A.

State and Local Assn.

tioner before the ICC since 1933, has retired.

Newly appointed factory representative for the Hyster Co., Portland, Ore., and Peoria, Ill., is **James A. Roach** who will cover the Atlantic seaboard states with headquarters at the Hyster New York office, 90 West Street. Roach recently joined Hyster after several years with Mercury Mfg. Co. in Chicago.

**Harold W. Rehfeld** has been named factory manager of the new government tire plant in Tuscaloosa, Ala., which is being built and will be operated by B. F. Goodrich Co.

**Jerome A. Flexner** has been promoted from export manager to vice president of Hill-Hentschel Co., St. Louis, ink manufacturers. (Kline)

**Frank P. Campbell** has been promoted to assistant sales manager in charge of distribution and traffic at Abbott Laboratories, Chicago. (Kline)

**Thomas Robins, Jr.**, has been elected president of Robins Conveyors, Inc., Passaic, N. J., material handling equipment, succeeding **Thomas Matchett**, president since 1928, retired. Mr. Robins has been chairman of the executive committee for the past five years and is also president of the Hewitt Rubber Corp., Buffalo, N. Y. (Kline)

Appointment of **William J. Perfield** as chief engineer, mechanical division of Lear, Inc., has been announced.

**Motor Express, Inc.**, of Indiana, has named **G. C. Cassell** as vice president in charge of sales and traffic; **E. W. Shreve**, vice president in charge of operations; and **C. E. Pfeiffer**, treasurer. (Kline)

**J. N. A. Hawkins** has been named general sales manager, industrial electronic products, Sylvania Electric Products, Inc. (Kline)

Election of the following new directors of the Board of Oregon Motor Transport Association was recently announced: **E. M. Sills**, of Sills Truck Service and president, Portland Draymen and Warehousemen's Assn.; **Wade Sherrard**, northern division manager, System Freight Service; **Louis F. Larson**, president and manager, St. John Motor Express. (Haskell)

**R. R. Harrison** has been named manager of the Kansas City branch of Fruehauf Trailer Co. (Kline)

**William F. Fox**, formerly assistant passenger traffic manager, Chicago offices, American Express Co., is now passenger traffic manager of the company.

**Glenn L. Martin**, president of the aircraft company bearing his name, has been elected chairman of the board of directors of the Glenn L. Martin-Nebraska Co., a subsidiary, at the annual meeting of the boards of directors of the two companies. It is a new post. **Joseph T. Hartson**, fourth vice president of the parent company in Baltimore, was reelected president of Martin-Nebraska.

**John P. Roberts**, formerly manager, Minneapolis branch, has been named assistant general manager in the service and sales division, Timken Roller Bearing Co., Canton, O. **K. K. Cook**, Minneapolis sales representative, was promoted to manager.

**J. F. Cornell** was named manager of the Seattle district office, succeeding **C. D. Davis**, transferred to the Chicago office as manager there. (Kline)

**Fred W. McCluer**, advertising and publicity director, Youngstown Municipal Railway Co. and Akron Transportation Co., has been elected a director of both firms. (Kline)

An honorary degree of doctor of science has been conferred upon **George M. Sprowls**, highway transportation manager, Goodyear Tire & Rubber Co., by Washington & Jefferson College, Washington, Pa.

Niagara Blower Co. of New York

#### SAN ANTONIO, TEXAS

Wholesale Household Goods

### MERCHANTS

**TRANSFER & STORAGE CO.**  
Merchants & Transfer Bldg., San Antonio 6  
Complete Storage and Distribution Service  
Over 50 years of satisfactory service  
Member of A.W.A.—N.F.W.A.—S.F.A.

#### SAN ANTONIO, TEXAS

**Muegge-Jenull Warehouse Co.**  
BONDED FIREPROOF  
POOL CAR DISTRIBUTORS  
STORAGE AND DRAYAGE  
Dependable Service Since 1913

#### SAN ANTONIO, TEXAS

Agent for Allied Van Lines, Inc.

### Scobey Fireproof Storage Co.

311-339 North Medina St., San Antonio 7  
HOUSEHOLD - MERCHANDISE - COLD STORAGE - CARGO  
DISTRIBUTION  
INSURANCE RATE - - - 10c  
Members of 4 Leading Associations

#### SAN ANTONIO, TEXAS

MEMBER WAREHOUSEMAN'S ASSOCIATION

### SOUTHERN TRANSFER & STORAGE CO.

P. O. BOX 4007, STA. A, SAN ANTONIO 7  
Specialists in Merchandise Distribution  
FIREPROOF CONSTRUCTION  
BONDED STORAGE  
Represented by ALLIED DISTRIBUTION INC.  
NEW YORK 11 WEST 42ND ST. PHIL 6-0467 CHICAGO 1933 NEWBURY AVE. MORGAN

#### TYLER, TEXAS

WILLIAM K. HOUSTON, Owner & Manager

### TYLER BONDED WAREHOUSE & STORAGE COMPANY

Established in 1923  
Bonded under the Laws of Texas  
General Storage and Distribution from the Center of East Texas.  
Specializing in Pool Car Distribution and Merchandise Warehousing

#### OGDEN, UTAH

MEMBER OF A.W.A.

### WESTERN GATEWAY STORAGE CO.

GENERAL WAREHOUSING  
POOL CAR DISTRIBUTION  
MERCHANDISE AND COLD STORAGE

#### SALT LAKE CITY, UTAH

### CENTRAL WAREHOUSE

520 West 2nd South St., Salt Lake City 1  
Fireproof Sprinklered  
Insurance rate 18c. Merchandise Storage.  
Pool Car Distribution. Office Facilities.  
Member A. W. A.

#### SALT LAKE CITY, UTAH

### Merchandise Storage and Distribution

Over 1,000,000 cubic feet reinforced Concrete Sprinklered Space  
Insurance Rate 11 Cents  
**CORNWALL WAREHOUSE CO.**  
353 West 2nd South St., Salt Lake City 1  
Represented by  
DISTRIBUTION SERVICE, INC.  
New York - Chicago - San Francisco



**SALT LAKE CITY, UTAH**

Storage—Pool Car Distribution

**KEYSER MOVING AND STORAGE CO.**

328 West 2nd South, Salt Lake City 1 Est. 1910

12,000 sq. ft. space. Reinforced concrete and brick. Dignified, accessible, and central location. UP. spur with free switching from car to other floors. P-U&D service rail or truck. Systematic delivery service twice daily. 99¢ Co-ins. rate 19¢ per \$100.00. A.D.T. automatic burglar and fire protection. Office and desk space available.

Member AWA—UVL—UWA—AWI



**NORFOLK, VA.**



HOUSEHOLD AUTOMOBILE STORAGE MERCHANDISE

**NEW-BELL STORAGE CORPORATION**

22nd St. & Monticello Ave.  
NORFOLK 10, VIRGINIA

MODERN SPRINKLER EQUIPPED WAREHOUSE  
50,000 SQUARE FEET PRIVATE RAIL SIDING  
Lowest Insurance Rate in Norfolk. Pool Car Distribution  
WE SPECIALIZE IN MERCHANDISE STORAGE  
AND DISTRIBUTION  
AGENTS AERO MAYFLOWER TRANSIT COMPANY  
Member N.W.A. & S.W.A.

**NORFOLK, VA.**

**STORE and DISTRIBUTE  
IN THE PROSPEROUS TIDEWATER  
AREA THRU PRUDENTIAL**

HOUSEHOLD GOODS MOVED, PACKED, SHIPPED  
POOL CAR TRANSFER TRUCKING SERVICE  
LARGE FIREPROOF WAREHOUSE  
OPEN YARD STORAGE AVAILABLE  
LOCATED ON N. & W. SIDING

**PRUDENTIAL STORAGE and  
WAREHOUSE COMPANY**

Billings St. at N. & W. Ry.

P. O. Drawer 1859 — Telephone 22481 or 54008

**NORFOLK, VA.**

Serving—Va. Beach, Ft. Monroe, Newport News, Williamsburg  
and Tidewater Virginia.

**Security Storage and Van Co.**

530 FRONT STREET

Norfolk's Finest Fireproof Furniture Warehouse  
Motor Van & Lift Van Service  
Collections — Distribution  
Members—N.W.A. — U.W.A. — ALLIED VAN LINES

**SALT LAKE CITY, UTAH**

"This is the Place"

**FOR BETTER SERVICE**

**SECURITY STORAGE & COMMISSION CO.**

230 S. 4TH WEST ST., SALT LAKE CITY 1

Over 39 Years' Experience

Merchandise Warehousing - Distribution  
Sprinklered Building - Complete Facilities  
Lowest Insurance Cost - A.D.T. Watchman Service  
Office Accommodations - Display Space

Represented by American Chain of Warehouses, Inc.

New York (17) Chicago (4)  
250 Park Ave. 55 W. Jackson Blvd.

MEMBER:  
A.W.A.—U.W.A.

**Send the Seventh War Loan Drive**

**Over the Top!**

**Buy More War Bonds!**

manufacturer of refrigerator equipment, has announced appointment of A. E. Edwards of Seattle as manager of the company's Pacific Coast division with offices in the Fourth & Cherry Building, Seattle. (Haskell)

Edson D. Dronberger, former manager of the American Rolling Mill Co.'s Dayton, O., district for several years, has become assistant district manager of the firm's Berkeley, Calif., office. (Kline)

T. B. Clement has been elected executive vice president, Union Switch and Signal Co., Swissvale, Pa., with M. L. Gray named vice president and export manager, and R. H. Wood, general manager. (Kline)

R. M. Darrin has been named district manager, General Electric Co.'s transportation division, New York district. (Kline)

R. S. Neblett has been named manager, federal and marine divisions, General Electric Co., succeeding J. W. Belanger, named an assistant manager of sales of the apparatus department. (Kline)

Dr. Robert A. Schoenlaub has been named as director of research for Basic Refractories, Inc., Tiffin, O., and Harley C. Lee, who joined the company as a chemist in 1926, has been named his successor. (Kline)

Leon Cherne, Research Institute of America, and Arthur A. Hood, New York, Johns-Manville Corp., headed list of speakers representing local, state and federal agencies and industrial concerns of the west and east coasts at the 7th annual conference on management problems held at the University of Southern California, Los Angeles, in May. (Herr)

Ernest P. Hirt has been appointed cargo traffic supervisor for American Airlines, Inc., at Cincinnati, O., after nine years of experience in various positions with the company at Chicago. (Slawson)

Eugene J. Harrigan, member of the staff, Moxie Co., Boston, for 15 years, has been appointed vice president in charge of administration. (Welling-ton)

Arthur Arsham, attorney and instructor at the Academy of Advanced Traffic, was honored at a testimonial dinner at the Downtown Athletic Club by the 1945 class, prepared to take the examination for license as Interstate Commerce Commission Practitioner.

J. N. A. Hawkins has been named sales manager of industrial electronic products, Sylvania Electric Products, Inc., and will have responsibility for products involving applications of

electronics to commerce and industry and in their development stages. (Kline)

Dudley S. Young has been named assistant general sales manager, Canada Wire and Cable Co., Ltd., Toronto, Ontario, Canada. (Kline)

John B. Keeler, assistant general traffic manager, Koppers Co., Pittsburgh, was principal speaker at a meeting in Youngstown held in connection with "Perfect Shipping Month." Keeler is president of the National Industrial Traffic League; vice chairman of the Allegheny regional advisory board's executive committee, and a member of a shipper's committee assisting the director of defense transportation. (Kline)

George W. Gerlach, president, Manhattan Storage & Warehouse Co., served as chairman, Warehousing Division, Roosevelt Hospital District Service Expansion Fund.

Walter G. Auer, former manager, Portland branch, The White Motor Co., has been named regional wholesale manager covering Northern California and Nevada territory, with headquarters at San Francisco.

John J. Lyons, of Los Angeles, has been appointed associate chairman of the trucking panel of the 10th Re-

gional War Labor Board, which adjudicates disputes originating in California, Arizona and Nevada. (Herr)

George O. Cumberland has been promoted from assistant traffic manager to traffic manager of Consolidated Shipbuilding Corp., Wilmington, Cal. With direction over all the firm's traffic activities in Los Angeles and Long Beach Harbor areas and in Torrance, Cal. (Herr)

Appointment of E. Peerce Lake as general sales manager, Graham-Paige Motors Corp. has been announced.

George W. Mason, president, Nash-Kelvinator Corp., and David L. Frawley, vice president, Barnsdall Oil Co. Pittsburgh, were elected members of the board of directors of Pennsylvania Central Airlines at the annual stockholders' meeting held in PCA's general offices in Washington.

Leigh R. Murphy, veteran airline pilot, has been appointed supervisor of operations for PCA's New York district.

Leonard B. Allen, Shaker Heights, O., assistant vice president and assistant to the president of the Chesapeake & Ohio Railway Co., has been elected a vice president. (Kline)

James A. Cunningham has become a vice president of Container Corp. of America. (Kline)

American Export Airlines, Inc., has announced election of Sumner Sewall, former Governor of Maine, as president and director. He succeeds W. H. Coverdale who continues as a member of the Board.

Earl E. Sowers has been appointed vice president in charge of operations of Motor Cargo, Inc., Akron, O., succeeding S. E. Anderson, who resigned to form his own company, the Anderson Cartage Co. of Akron. Sowers, who started as a truck-driver in 1933, became manager of the company's Mansfield, O., terminal in 1936, the post he held until his present appointment. (Kline)

Thomas Vincent, traffic manager, Rath Packing Co., has been elected chairman, Waterloo and Cedar Falls Traffic Assn. (Kline)

Retirement on pension of H. A. Dixon, chief engineer, Canadian National Railways, and appointment of Barton Wheelwright, chief engineer of the central region, to succeed Mr. Dixon is announced.

Pittsburgh Steamship Co. has promoted Donald C. Potts to assistant to the president, and John E. Cottier, formerly Chicago agent of the company, succeeds Mr. Potts as manager of traffic. David C. Stephens, formerly assistant, is now Chicago repre-

sentative of the firm, which operates the largest fleet on the Great Lakes and is a subsidiary of U. S. Steel Corp. (Kline)

Appointment of Leonard Vandersall as field representative, Willys Export Corp., has been announced. Also, Stanley Hawley has been made works manager of the automotive division of Willys-Overland Motors, has been announced.

The Los Angeles Steamship Assn. has elected the following new officers for the 1945-46 term: president, Hugh Middleton, assistant Pacific Coast manager, DeLaRama Steamship Co., Inc., who succeeded E. A. MacMahon, of the Luckenbach Steamship Co., Inc.; vice-president, William A. St. Amant, manager, W. R. Grace & Co.; secretary-treasurer (reelected) Fred A. Hooper, district manager, American-Hawaiian Steamship Co.; directors Capt. H. H. Birkhom, Ralph J. Chandler, Harry R. Dorr, Max G. Linder, E. A. MacMahon, C. L. Tilley, Edgar M. Wilson, and Howard W. Woodruff. (Herr)

Henry Hauseman, since Oct., 1917, traffic manager of the Pure Oil Co., has been named general traffic manager, a new post. He will be succeeded by Paul J. Bond, who joined Pure Oil in 1920, and has just completed three years with the Petroleum Administration for War. Mr. Hause-

**NORFOLK, VA.** Established 1892

## SOUTHGATE

**STORAGE COMPANY, Inc.**

239 Tazewell St., Norfolk 10



For economical storage and distribution you will want to know more about our individualized services. Our fireproof warehouses are in the Southgate Terminal, on the waterfront and in the center of Norfolk's wholesale district. Served by all rail, water and motor lines.

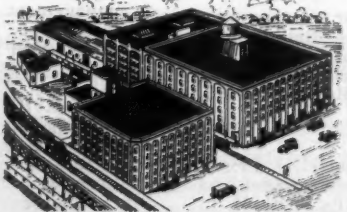
MEMBER:  
A.C.W.  
A.W.A.  
S.W.A.  
U.S.C. & C.

Write for Booklet—"7 POINT DISTRIBUTION"

**RICHMOND, VA.** Established 1908

## VIRGINIA BONDED WAREHOUSE CORPORATION

1700 E. CARY ST., RICHMOND 3, VA.



160,000 SQ. FT. SPACE  
BUILDINGS SPRINKLERED  
U. S. BONDED & PUBLIC WAREHOUSES  
MERCHANDISE STORAGE & DISTRIBUTION  
INSURANCE RATES 20¢ PER \$100 PER YEAR

**RICHMOND, VA.** 67 Years of Uninterrupted and Expert Service

## BROOKS TRANSFER AND STORAGE CO., Inc.

1224 W. Broad Street, Richmond 3, Va.

Three Fireproof Storage Warehouses—510,000 Cubic Feet Floor Space—Automatic Sprinkler System—Low Insurance Rates—Careful Attention to Storage—Packing and Shipping of Household Goods—Private Railroad Siding—Pool Car Distribution—Motor Van Service to All States—Freight Truck Line.

Member of N. F. W. A.—A. V. L.—A. T. A.

**ROANOKE, VA.**

## H. L. LAWSON & SON

*Finance and Storage*

**Pool Car Distributors  
General Merchandise Storage**

421-25 EAST CAMPBELL AVE.  
ROANOKE 7, VIRGINIA

**RICHMOND, VA.**

## THE W. FRED. RICHARDSON

### Security Storage Corporation

Main at Belvidere, Richmond 20  
PACKING FOR SHIPMENT  
Local and Long Distance Movements  
ESTABLISHED 1897  
Agent for Allied Van Lines, Inc.

STORAGE HOUSEHOLD GOODS OBJECTS OF ART FURS - RUGS VALUABLES

**ROANOKE, VA.**

## ROANOKE PUBLIC WAREHOUSE

269 W. Salem Ave., W., Roanoke 5

Capacity 500 Cars  
Private Railroad Siding

Automatic Sprinkler  
Accurate Accounting

We make a Specialty of Storage and Pool Car Distribution for Agents, Brokers and General Merchandise Houses.  
Member of American Chain of Warehouses

**AMERDEEN, WASH.**

Established 1916

**A. A. STAR TRANSFER CO., Inc.**  
321 W. STATE ST.

Merchandise & Household Goods Storage

Private siding. Pool car distribution. Consign-  
shipments via any railroad. Open yard storage.  
Long distance moving.

Member of A.W.A.—May, W.A.



**SEATTLE, WASH.**

**EYRES TRANSFER & WAREHOUSE CO.**

A Seattle Institution—56 years of outstanding service  
2203 First Ave., So., Seattle 4

Cartage — Distribution — Storage  
Highest financial rating; new fireproof, A.D.T. sprinklered  
buildings; lowest insurance rate (10.2¢); modern equipment.

"The Shippers' Open Door to Alaska and the Orient"

**SEATTLE, WASH.**

**LET LYON GUARD YOUR GOODS**



Carload  
Distributors

PORTLAND, OR SEATTLE  
2111 N. W. West 4th Rd. 2010 Duane Ave.  
Walter Hollings, Mgr. O. H. McLean, Mgr.

**SEATTLE, WASH.**

J. R. GOODFELLOW, Pres.

**OLYMPIC WAREHOUSE & COLD STORAGE CO.**

MERCHANDISE STORAGE & DISTRIBUTION

1203 Western Avenue Seattle 1, Wash.

Cold Storage — Dry Storage — Rentals — Pool Car Distribution — Office Rentals  
Fireproof, brick coast; Sprinkler system; Insurance rate: 12.8¢. Siding connects  
with all rail lines.

Bonded U. S. Customs: State License No. 2  
Member of A.W.A. (C.S.) Wash. State Wharves Assn.

**SEATTLE, WASH.**

Seattle's One-Stop Warehousing Service



**UNITED**  
Merchandise Storage & Distribution  
U.S. Customs—Sea Stores

**CULBERTSON**  
(Formerly Culbertson)

Seattle's Exclusive Furniture Repository

**SEATTLE TERMINALS, Inc.**

Executive Offices: 1017 E. 40th St., Seattle 5

R. G. Culbertson, President Wm. T. Laube, Jr., Secretary

**SEATTLE, WASH.**

Lloyd X. Coder, Pres.-Mgr.

Est. 1919

**SYSTEM Transfer & Storage Co.**

2601-11 Second Avenue, Seattle 1

Warehousemen & Distributors of

General Merchandise and Household Goods  
Office and Desk Space—Low Insurance Rates

Member—A.W.A.—W.S.W.A.—N.F.W.A.—S.T.O.A.

**SEATTLE, WASH.**

**TAYLOR-EDWARDS**

**WAREHOUSE & TRANSFER CO., INC.**

1020 Fourth Avenue South Seattle 4

WAREHOUSING • DISTRIBUTION • TRUCKING

Represented By  
DISTRIBUTION SERVICE, INC.  
New York—Chicago—San Francisco

**SPOKANE, WASH.**

**The SPOKANE TRANSFER & STORAGE CO.**  
308-316 PACIFIC AVE.  
THE INLAND EMPIRE'S LARGEST DISTRIBUTORS  
MEMBERS: AWA ACW WSWA

The Magazine That Integrates All Phases of Distribution

**TACOMA 2, WASHINGTON**



**AMERICAN WAREHOUSEMEN'S ASSOCIATION**

**PACIFIC STORAGE WAREHOUSE  
& DISTRIBUTING CO.**

Tacoma 2

A Complete Merchandise Warehouse Service  
DRAYAGE — STORAGE — DISTRIBUTION

TACOMA'S Merchandise Warehouse and  
Pool Car Distributors

Member AWA—ACW—Wash. State Assn.

**TACOMA, WASH.**

**TAYLOR-EDWARDS**

**WAREHOUSE & TRANSFER CO., INC.**

815 Puyallup Avenue Tacoma 2

WAREHOUSING • DISTRIBUTION • TRUCKING

Represented By  
DISTRIBUTION SERVICE, INC.  
New York—Chicago—San Francisco

**TACOMA, WASH.**

Member of A.W.A.—W.S.W.A.

**TERMINAL WAREHOUSES, INC.**

MDSE. WAREHOUSING and DISTRIBUTION  
Concrete and Steel Warehouse located on N.P.R.R. Tracks. Close to all Railway  
and Motor Freight Terminals. Special Lockers for Salesmen's Samples.  
Swift and Frequent Service to Port Lewis, McChord Field and Bremerton Navy Yard

P. O. BOX 1157—TACOMA 1, WASH.

Represented by  
NEW YORK ALLIED DISTRIBUTION INC. CHICAGO  
11 WEST 42ND ST. PENIX 0-0940 1535 NEWBERRY AVE. MOH353

**HUNTINGTON, W. VA.**

Every facility for you and your patrons' con-  
venience to secure your share of this Five  
Hundred Million Dollar market is available  
through

**THE W. J. MAIER STORAGE COMPANY**  
1100 Second Ave., Huntington 10

**WHEELING, W. VA.**

W. W. KENAMOND, Owner

**WARWOOD TRANSFER CO.**

Office: 133 No. 21st Street

Warehouses: 2233-35-37-39-41 Warwood Avenue

Household Goods Storage—Packing—Shipping

Individual Storage Vaults—Safe Above Floods

Member Ind. Movers' & Warehousemen's Assn.

**GREEN BAY, WIS.**

Established 1903

**LEICHT TRANSFER & STORAGE CO.**

Main Office: 123 So. Broadway Green Bay, Wis.  
New York Office: Interlake Terminals, Inc. 271 Madison Ave. (16)  
Marinette Office: 1720 Pierce St. Marinette, Wis.

Merchandise Storage  
Pool Car Distribution  
Transit Storage  
Household Goods Storage  
Heated—Unheated—Yard  
Storage  
Waterfront Facilities  
Stevedore Services  
U. S. Customs, State and  
Public Bonded  
30 Car Track Capacity  
Modern Handling  
Equipment  
Private Siding on C&NW,  
CMS&P, GB&W Lines  
Reciprocal Switching all  
lines



Complete local and over-the-road truck services with 70 units  
of all types of equipment, including low-bed trailers, winches  
and cranes.

Aero-Mayflower moving and storage

Inquiries invited



**AMERICAN WAREHOUSEMEN'S ASSOCIATION**



**MADISON, WIS.**

LOW INSURANCE RATE

**CENTRAL  
STORAGE AND WAREHOUSE COMPANY**

COLD STORAGE  
DRY STORAGE  
FREEZER STORAGE

612 W. Main St., Madison 3

**MADISON, WIS.**

Established 1888

**Reynolds Transfer & Storage Co.**

725 E. Mifflin St., Madison 3

Merchandise and Household Goods Storage Pool Car Distribution

Haulers of Contractor's Equipment and Heavy Machinery to all points.  
Private Siding Chicago & Northwestern R. R.

Refrigerated Switching  
Agent Grayson Lines



**MILWAUKEE, WIS.**

WISCONSIN'S LARGEST



126 N. Jefferson St., Milwaukee 2, Wis.

Since 1904 we have served the Jobbing Trade and Offer:

STORAGE SPACE  
POOL CAR DISTRIBUTION  
CUSTOMS BONDED SPACE  
MOTOR TRUCK SERVICE  
BOAT DOCKAGE  
STEVEDORING

Representatives:

AMERICAN CHAIN OF WAREHOUSES

Chicago—Tel. Harrison 1496

New York—Tel. Plaza 1234

INTERLAKE TERMINALS, INC.  
New York—Tel. Murray Hill 5-8397

**MILWAUKEE, WIS.**

"Store American"

**AMERICAN WAREHOUSE CO.**

House No. 1 and General Office  
525 East Chicago St.

House No. 2.  
392 North Jackson St.

LICENSED AND BONDED SPECIALISTS IN MERCHANDISE  
STORAGE, DISTRIBUTION AND FORWARDING

1. Central Wholesale District Location
2. Local Delivery Service Daily
3. Negotiable Warehouse Receipts Issued
4. Burglary Protection: Bonded Employees
5. Complete Warehouse System
6. Service Mailed

Private Siding—Chicago and North Western Railway—3rd Ward District

**MILWAUKEE, WIS.**

**NATIONAL TERMINALS CORPORATION**

954 SO. WATER STREET, MILWAUKEE 4

Tel. Mitchell 5644

Milwaukee's most modern and best located Waterfront Warehouse.  
Automobile storage. Warehousing on unit basis for spot stocks. Storage  
"in transit". Pool car distribution, Customs Bonded.

Member of A. W. A. & W. W. A.

**MILWAUKEE, WIS.**

**COMPLETE WAREHOUSING  
AND DISTRIBUTION SERVICE**

GENERAL AND U. S. CUSTOMS BONDED STORAGE



**ATLAS STORAGE**

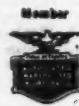
DIVISION OF P & V-ATLAS INDUSTRIAL CENTER INC.

647 W. VIRGINIA ST. MILWAUKEE 1, WIS.

**MILWAUKEE, WIS.**

"Milwaukee's Finest"

**National Warehouse Corporation**



—STATE BONDED—  
EVERY CONCEIVABLE  
WAREHOUSE & DISTRIBUTION  
SERVICE AFFORDED  
A.D.T. Service

468 E. Bruce St., Milwaukee 4  
C. & N.W.R.R. Siding



**MILWAUKEE, WIS.**

—Phone Marquette 7091

**TERMINAL STORAGE CO.**

100-112 W. Seeboth St.

Milwaukee 4, Wisconsin

Cooler, Freezer and General Merchandising Storage  
Deep Water Dock, Private Siding  
on C.M.&St.P. & P. R.R.

**MILWAUKEE, WIS.**

**LINCOLN**

FIREPROOF WAREHOUSE CO.

WAREHOUSE SERVICE OF EVERY DESCRIPTION  
RAILROAD SIDINGS AND DOCKING FACILITIES  
LOCATED IN HEART OF BUSINESS DISTRICT  
Offices: 206 W. Highland Ave., Milwaukee 3  
Member of A.W.A.—W.W.A.—N.F.W.A.



**SHEBOYGAN, WIS.**



**SHEBOYGAN**

Warehouse & Forwarding Co.

A Merchants & Manufacturers Warehouse

11th and Illinois Ave. Sheboygan, Wis.

Member of May. W.A. Wis. W. A.

man, widely known traffic man, at one time was expert rate clerk in the Quartermaster Dept., U. S. Army. In 1911 he became chief clerk in the traffic department of Indian Refining Co.'s New York office. Mr. Bond has been PAW's director of supply and transportation for District 2. Both will make their headquarters in Chicago. (Kline)

W. N. Dunwoody, assistant manager of American Express Co., 649 Fifth Avenue office when he left in July, 1942, to accept a commission as first lieutenant in the Army Transportation Corps, has returned and as-

130—D and W, June, 1945

sumed new duties in postwar travel planning.

Ernest Wagner is now traffic manager for Hunt Bros. Packing Co., on the West Coast. (Kline)

Towmotor Corp. announces the appointment of Ray E. Madden as district sales and service representative for the Chicago area. Office and warehouse are at 6321 S. Wentworth Ave. Frank Colker and Thomas F. Maloney have been named district sales representatives for the Detroit area.

Lester N. Selig has been elected

For Shippers' Convenience, States, Cities and Firms are Arranged Alphabetically

vice chairman, a new post, of General American Transportation Corp. Sam Laud, former executive assistant to the president, succeeds him as president. New vice presidents are W. S. Hefferan, Jr., a director and secretary, and Arthur W. Lissauer, general manager of the process equipment division. Maurice J. Feldman was elected secretary, succeeding Mr. Hefferan, and Frank E. Selz was named assistant to the president. (Kline)

John Wenzel, former export manager of the Pepsodent Co., has joined Associated Distributors, Chicago, cosmetics, in the same capacity. (Kline)

Donald Dixon has been named export director, Conlon Corp., Chicago, household washers and ironers. (Kline)

J. C. Rowold, vice president, Mack-International Motor Truck Corp., has been appointed manager of Mack's Pacific Coast Division. Appointment of Harry Bernard as director of service and service engineering has been announced. Also, P. J. Degnon, vice president, Mack Motor Truck Co., has been named manager of the New England division in Boston, replacing W. A. Maynard, who is retiring after 25 years of service. Mr. Degnon has managed the metropolitan New York area since 1933. (Kline)

E. J. Thomas, president, Goodyear Tire and Rubber Co., has been appointed regional vice president, National Assn. of Mfrs. for the midwest area during 1945.

O. L. Carr, Midwest Distributors, Kansas City, Mo., is temporary president of the newly organized National Fisheries Institute, Inc. (Kline)

Willard Walker, vice president, Mack - International Motor Truck Corp., has been named manager of the Greater New York division. (Kline)

D. H. Young, New York, has been named director of exports, Universal Engineering Corp., Cedar Rapids, Ia. (Kline)

served eight years as a director. His drayage business specialized in transporting fruits and vegetables. (Gidlow).

George F. Thorndyke, 79, prominent shipping executive, Seattle, Wash. (Littelljohn.)

Donald C. Ryrie, 78, veteran of the waterfront and former superintendent, Smith Cove Piers 40 and 41 of the Port Commission. (Haskell.)

Charles D. Coppins, 51, president, Coppins Transfer Co.

Charles B. Smith, 50, superintendent, Tripp Warehouse Co., Indianapolis, Ind.

Amodée H. Smith, 76, pioneer West Coast industrialist. Chairman of the board of directors of the Hyster Co.; president, Willamette Iron & Steel Co.; a director of Portland General Electric Co., and president, Oregon Paramount Corp., Mr. Smith was one of the best known business leaders of the West Coast. At various intervals he was president of the Oregon Terminals, Inc.; president, Masonic Temple Assn.; president, board of trustees, Willamette university; vice-president, Ochoco Timber Co.; director, Ochoco Lumber Co.; president, Portland Chamber of Commerce, 1933-1934; served terms both as treasurer and as president of the Red Cross from 1917 to 1923; and president, Portland Community Chest. Mr. Smith was one of the formulators of the Oregon Workmen's Compensation Act.

Levi B. Phillips, a founder of the Phillips Packing Co., Cambridge, Md. He founded his packing business in 1898 and was joined in 1900 by his brother, Albanus, and later by W. G. Winterbottom. The three founded the Phillips Packing Co. and other firms dealing in hardware, cans and oil.

George C. Macdonald, for the past three years manager of the Los Angeles branch of the Savage Transportation Co., Inc. Prominently identified with the sand, rock and gravel business for the past several years, Macdonald was with the Consolidated Rock, Sand and Gravel Co., prior to the time he spent with the Savage Transportation Co.

## OBITUARY

Allan Wallace, retired director of traffic, Johns-Manville Corp. Entered transportation field as employee of Grand Trunk Railway System of which he became general agent. Joined Johns-Manville as general traffic manager in 1914.

Willard G. Stone, 71, operator of storage and moving business, Hillsdale, Mich. (Kline.)

T. A. Martin, traffic manager, Illinois Northern Railway. He joined Illinois's Northern in 1909 and became traffic manager in 1936.

George B. Smith, 71, western traffic manager, Burlington Railroad. He had been with Burlington for 36 years as traveling freight and passenger agent, as general agent, and later as traffic manager. (Herr.)

Leon A. Morrison, 57, vice president, sales manager, Eastern & Western Lumber Co., Portland, Ore. (Haskell.)

George E. Neeff, 67, an associate of Wells Fargo Carloading Co., New York, since 1937. Well known in New York and New England transportation circles. He was formerly affiliated with Transcontinental Freight Co. and the Munson Line.

John Perrow, 55, president, Perrow Motor Freight Lines.

Perry A. McCaskey, 77, inventor, McCaskey cash register. (Kline.)

John F. Duthie, 70, retired ship-builder who founded J. F. Duthie Co., Seattle, Wash. Native of Liverpool, England. (Haskell.)

Charles E. Bailey, executive secretary, general manager, Portland (Ore.) Dock Commission. He was secretary, Pacific Coast Assn. Port Authorities and president, Northwest Marine Terminals Assn. (Haskell.)

Levi B. Phillips, 76, a founder, Phillips Packing Co., Cambridge, Md. (Kline.)

Bayard W. Hunsicker, 60, vice president, general manager, American Paper Products Co., East Liverpool, O. (Kline.)

Frank M. Booth, vice president, general manager, Southern Steamship Co.

August Lotterhos, 96, pioneer shipper of Mississippi vegetables. He is credited with pioneering commercial tomato production in the U. S. First tomatoes were planted here from seed he imported from Italy.

Ben F. Morris, 60, first president, Truck Owners' Assn. of California. He was an organizer of ATA and

TORONTO, ONT.

M. A. RAWLINSON, Pres. & Gen. Mgr.

### M. RAWLINSON, Ltd.

Established 1885 610 Yonge St., Toronto 5, Can.  
Seven Buildings to Meet All Requirements for Modern  
Storage and Distribution  
Customs Bonded. Pool Car Distribution. Household  
Goods Moved, Packed, Shipped and Stored.  
Members of CanWA-NFWA-BAIFR-FWRA-TC&W-ALLIED VAN LINES

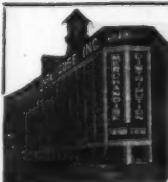
TORONTO, ONTARIO

### TERMINAL WAREHOUSES LIMITED

Located on Toronto's Harbour Front in the heart of Industrial Ontario  
COMPLETE MODERN STORAGE AND  
DISTRIBUTION FACILITIES

Dry Storage Cold Storage Bonded Storage  
Office and Light Manufacturing Space Lowest Insurance  
Field Warehousing

MONTREAL, QUE.



### ST. LAWRENCE WAREHOUSE INC.

1-VAN BORNE AVENUE, MONTREAL, CANADA  
200,000 SQ. FT. OF MODERN FIREPROOF SPACE  
LOCATED IN THE EXACT CENTER OF THE CITY  
OF MONTREAL  
Canadian Customs Bond. Private Siding—8 Car  
Capacity—Free Switching—All Railroad Connections  
New York Representative: Frank J. Tully  
227 Broadway, New York 7. Phone Worth 2-0428

MONTREAL, QUEBEC

Established 1908  
W. G. KENWOOD,  
Pres. & Man. Dir.

### Westmount Transfer & Storage Ltd.

205 Olivier Ave., Westmount, P. Q.

LOCAL AND LONG DISTANCE MOVERS  
Private Room System for Storage  
CRATING, PACKING and SHIPPING  
Charges Collected and Promptly Remitted  
Member: N. F. W. A., Can. W. A.





**Would You  
Have Your  
Tonsils Removed  
by a Barber?**

**I**N THE OLD DAYS BARBERS doubled as surgeons, and the striped barber pole represented the blood that flowed in their surgical calling. Today the barber and the surgeon each is a specialist. *Each does his own job best.*

The same is true of fire extinguishers. No one extinguisher is right for every fire hazard. By manufacturing a complete line of extinguishers—including vaporizing liquid, carbon dioxide, soda acid, pump, and foam types—General has earned the title of "Fire Protectioneers" to industry.

IF IT'S **GENERAL** IT'S DEPENDABLE

Alaskan 2½-Gallon Pump Type Extinguisher for fires in wood, paper, rubbish, textiles, and similar materials. **FREE:** Norman Rockwell's painting of the Chicago Fire illustrates General's new calendar. Write for free copy.



## THE GENERAL DETROIT CORP.

2270 E. JEFFERSON AVE., DETROIT 7, MICH.

Distributors in principal cities

CHICAGO DALLAS NEW YORK

West Coast Affiliate: The General Pacific Corp.

Seattle • LOS ANGELES • San Francisco



## INDEX TO GENERAL ADVERTISERS

Public warehouse advertisements start on page 77 and are arranged alphabetically by states, cities and firms.

<b>A</b>	
Air Transport Assn. of America.....	39
American Airlines, Inc.....	Front Cover
American Chain Ladder Co.....	73
American District Telegraph Co.....	67
Anthony Company, Inc.....	52

<b>B</b>	
Baker-Raulang Company.....	1
Bassick Company.....	67
Braniff Airways, Inc.....	39

<b>C</b>	
Chicago Car Seal Co.....	67
Curtiss-Wright Corp.....	33

<b>D</b>	
Detroit & Cleveland Navigation Co.....	61

<b>E</b>	
Edison Stge. Battery Div. Thomas A. Edison, Inc.....	55
Electric Storage Battery Co.....	21
Elkay Products Co.....	70

<b>F</b>	
Farquhar Company, A. B.....	68
Filter Paper Co. (Equip. Div.).....	68
Fisk Tire Co. Div. U. S. Rubber Co.....	5
Flexrock Company.....	71
Ford Motor Company.....	55
Fruehauf Trailer Co.....	8

<b>G</b>	
General Detroit Corp.....	132
Gerstenslager Company.....	53

<b>H</b>	
Hals Mfg. Co., Inc., George.....	68
Harborside Whse. Co., Inc.....	Back Cover
Harnischfeger Corp.....	72
Hebard & Co., W. F.....	74
Herman Body Company.....	7
Highway Trailer Co.....	51
Hyster Company.....	23

<b>I</b>	
International Harvester Co., Inc.....	55

<b>L</b>	
Lehigh Whse. & Transp. Co., Inc.....	Second Cover
Link-Belt Speeder Corp.....	69

<b>M</b>	
Mack Manufacturing Corp.....	4
Marsh Stencil Machine Co.....	73
Mercer-Robinson Co., Inc.....	70
Mercury Mfg. Company.....	68
Meyerco Company.....	6
Mining Safety Device Co.....	71

<b>N</b>	
New Haven Quilt & Pad Co.....	73
Nutting Truck & Caster Co.....	75

<b>O</b>	
Orangeville Mfg. Co.....	76

<b>P</b>	
Phelan-Faust Paint Mfg. Co.....	74
Phlico Corp. Stge. Battery Div.....	29

<b>R</b>	
Rapids-Standard Co., Inc.....	69
Ready Power Company.....	73
Revolator Company.....	71

<b>S</b>	
Schmidgall Mfg. Company.....	76
Service Caster & Truck Div. of Domestic Industries, Inc.....	76
Solvay Sales Corp.....	72
Studebaker Corporation.....	43

<b>T</b>	
Thomas Truck & Caster Co.....	75
Towmotor Corporation.....	32
Trallmobile Company.....	2

<b>W</b>	
West Bend Equipment Corp.....	70
White Motor Company.....	Third Cover